

DEPARTMENT OF DEFENSE

# MILITARY MANPOWER TRAINING REPORT

FY 1989

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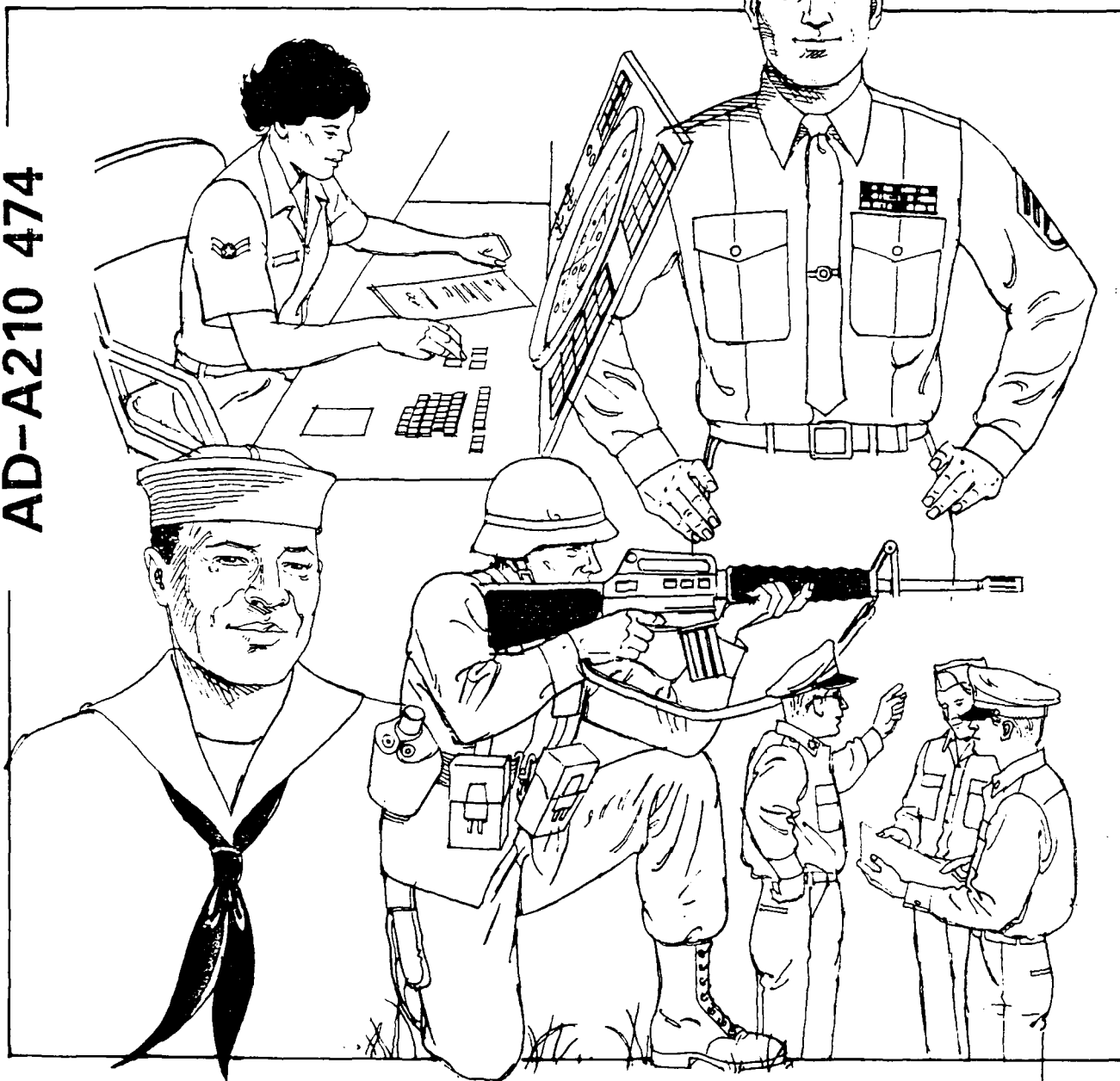
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**DEPARTMENT OF DEFENSE**

**FINAL**

**MILITARY MANPOWER**

**TRAINING REPORT**

**FOR FY 1989**



**Prepared by**

**Office of the Assistant Secretary of Defense**

**(Force Management and Personnel)**

**Department of the Army**

**Department of the Navy**

**Department of the Air Force**

**MAY 1988**

# TABLE OF CONTENTS

	PAGE
EXECUTIVE SUMMARY . . . . .	1
CHAPTER I - INTRODUCTION	
Training Requirements and Manpower	
Requirements. . . . .	I-1
Definition of "Individual Training and Education". . . . .	I-1
Reserve Component Description . . . . .	I-3
FY 1989 Training Report and the FY 1989 Budget. . . . .	I-4
Definitions of Major Training Categories. . . . .	I-4
Recruit Training	
Officer Acquisition Training	
Specialized Skill Training	
Flight Training	
Professional Development Education	
Determining Training Requirements and Training Load . . . . .	I-5
Accuracy in Projecting Training Loads . . . . .	I-6
Training Load Request by Component and Category. . . . .	I-7
CHAPTER II - TRAINING PATTERNS	
General Description . . . . .	II-1
Officer Training Patterns . . . . .	II-2
Entry Level Training	
Career Training	
Intermediate Service Schools	
Senior Service Colleges	
Enlisted Training Patterns. . . . .	II-4
CHAPTER III - RECRUIT TRAINING AND ARMY ONE-STATION UNIT TRAINING	
General Description . . . . .	III-1
Recruit Training Loads. . . . .	III-1
Recruit Training. . . . .	III-3
Rationale for Recruit Training. . . . .	III-4
Active Duty Input . . . . .	III-4
Reserve Component Input . . . . .	III-5
Course Length and Course Content. . . . .	III-6
Attrition in Recruit Training . . . . .	III-8
Army One-Station Unit Training. . . . .	III-8

Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	

	PAGE
CHAPTER IV - OFFICER ACQUISITION TRAINING	
General Description . . . . .	IV-1
Excluded ROTC and Health Professions Acquisition Programs. . . . .	IV-3
Officer Requirements and Structuring the Officer Acquisition Program . . . . .	IV-3
Service Academies . . . . .	IV-5
ROTC Programs . . . . .	IV-6
Off-Campus Commissioning Programs . . . . .	IV-8
Officer Candidate Schools (OCS) . . . . .	IV-8
Other Enlisted Commissioning Programs . . . . .	IV-10
Health Professions Acquisition Programs. . . . .	IV-11
CHAPTER V - SPECIALIZED SKILL TRAINING	
General Description . . . . .	V-1
Inclusions	
Exclusions	
Army One-Station Unit Training (OSUT)	
Initial Skill Training (Enlisted) . . . . .	V-4
Skill Progression Training (Enlisted) . . . . .	V-9
Initial Skill Training (Officer) . . . . .	V-11
Skill Progression Training (Officer) . . . . .	V-12
Functional Training (Officer and Enlisted) . . . . .	V-14
CHAPTER VI - FLIGHT TRAINING	
General Description . . . . .	VI-1
Undergraduate Pilot Training. . . . .	VI-3
Undergraduate Navigator Training. . . . .	VI-8
Other Flight Training . . . . .	VI-10
Determination of Requirements for Rated Officers. . . . .	VI-12
Unit	
Individual	
Rated Officer Inventory Projections . . . . .	VI-13
Training Rate Adjustments . . . . .	VI-13
Determination of Training Loads . . . . .	VI-14

	PAGE
CHAPTER VII - PROFESSIONAL DEVELOPMENT EDUCATION	
General Description . . . . .	VII-1
Career Officer Professional Schools . . . . .	VII-3
Intermediate Service Schools. . . . .	VII-4
Senior Service Colleges . . . . .	VII-6
Enlisted Leadership Training. . . . .	VII-7
Graduate Education Fully Funded, Full Time . . . . .	VII-9
Other Full Time Education Programs. . . . .	VII-11
Health Professions Education. . . . .	VII-13
CHAPTER VIII - TRAINING MANPOWER	
General Description . . . . .	VIII-1
Trainees and Students . . . . .	VIII-1
Manpower in Support of Training . . . . .	VIII-3
Training Manpower Detailed by Service and Type of Training. . . . .	VIII-6
CHAPTER IX - TRAINING MANAGEMENT AND FUNDING	
General Description . . . . .	IX-1
Management of Individual Training . . . . .	
Staff Responsibilities. . . . .	IX-1
Training Commands . . . . .	IX-2
Training Facilities . . . . .	IX-3
Training Funding and Costs. . . . .	IX-3
APPENDIX A - DETERMINING TRAINING REQUIREMENTS. . . . .	A-1
APPENDIX B - SELECTED MAJOR COURSES/SKILL AREAS TRAINED IN OTHER SERVICES. . . . .	B-1
APPENDIX C - INDIVIDUAL TRAINING FACILITIES AT MAJOR LOCATIONS BY TRAINING CATEGORY, FY 1989. . . . .	C-1
APPENDIX D - SUMMARY OF TOTAL FUNDING FOR INDIVIDUAL TRAINING AND EDUCATION, BY SERVICE AND APPROPRIATION, FY 1987-1990 . . . . .	D-1

## TABLES

## PAGE

1.	Requested Training Loads, FY 1989 . . . . .	1
2.	Percent Distribution of Training Loads, FY 1989 . . .	3
3.	Accession Related Training and Training Loads, FY 1989 . . . . .	4
4.	Active and Reserve Training Load Trends by Service, FY 1980-1989 . . . . .	5
5.	Active and Reserve Training Load Trends by Training Category, FY 1980-1989 . . . . .	5
6.	Funding of Individual Training by Service, FY 1989 . . . . .	6
7.	Funding of Individual Training by Training Category, FY 1989 . . . . .	6
8.	DoD Manpower in Support of Individual Training, FY 1989 . . . . .	7
9.	Trends, Manpower in Support of Training, FY 1980-1989. . . . .	7
10.	Training Workloads, FY 1980-1989. . . . .	8
I-1.	Military Training Student Loads, Fiscal Year 1989, By Component and Major Training Category. . . . .	I-8
I-2.	Military Training Student Loads, Fiscal Year 1990, By Component and Major Training Category. . . . .	I-9
II-1.	Disposition of Active Recruit Training Graduates in FY 1989. . . . .	II-4
III-1.	Recruit Training Loads, FY 1980-1990. . . . .	III-2
III-2.	Training Inputs, Outputs, and Loads, Recruit Training, FY 1987-1989. . . . .	III-3
III-3.	Recruit Training Course Lengths, FY 1989. . . . .	III-7
III-4.	Recruit Training Attrition Projections, FY 1989 . . .	III-8
III-5.	OSUT Training Loads, FY 1984-1990 . . . . .	III-9
III-6.	Training Inputs, Outputs, and Loads, OSUT, FY 1987-1989. . . . .	III-9
III-7.	OSUT Training Time, FY 1987-1989. . . . .	III-10
IV-1.	Total Officer Acquisition Training Loads, FY 1980-1990. . . . .	IV-2
IV-2.	Average Enrollees, Senior ROTC Programs, FY 1987-1989. . . . .	IV-3
IV-3.	Health Professions Scholarships, FY 1987-1989 . . .	IV-3
IV-4.	Training Inputs, Outputs, and Loads, Service Academies, FY 1987-1989 . . . . .	IV-6
IV-5.	Training Inputs, Outputs, and Loads, Academy Preparatory Schools, FY 1987-1989 . . . . .	IV-6
IV-6.	Senior ROTC Programs in FY 1989 . . . . .	IV-8
IV-7.	Training Inputs, Outputs, and Loads, Off-Campus Commissioning Programs, FY 1987-1989. . . . .	IV-8
IV-8.	Course Lengths, Officer Candidate Schools . . . . .	IV-9
IV-9.	Training Inputs, Outputs, and Loads, Officer Candidate Schools, FY 1987-1989 . . . . .	IV-10
IV-10.	Training Inputs, Outputs, and Loads, Other Enlisted Commissioning Programs, FY 1987-1989. . . . .	IV-11

	PAGE
IV-11. Health Professions Acquisition Program, Scholarships Awarded and Graduates, FY 1989. . . . .	IV-12
IV-12. Training Inputs, Outputs, and Loads, USUHS, FY 1987-1989. . . . .	IV-12
V-1. Specialized Skill Training Loads, FY 1980-1990. . . . .	V-2
V-2. Training Inputs, Outputs, and Loads, Initial Skill Training (Enlisted), FY 1987-1989 . . . . .	V-5
V-3. Number of Courses, Initial Skill Training (Enlisted), FY 1989 . . . . .	V-6
V-4. Initial Skill Training Courses with High Student Flow, FY 1989 . . . . .	V-7
V-5. Average Course Lengths, Academic Days in Training (Enlisted), FY 1989 . . . . .	V-8
V-6. Average Attrition Rates, Initial Skill Training (Enlisted), FY 1989 . . . . .	V-8
V-7. Training Inputs, Outputs, and Loads, Skill Progression Training (Enlisted), FY 1987-1989. . . . .	V-9
V-8. Courses, Course Lengths, and Projected Attrition, Skill Progression Training (Enlisted), FY 1989. . . . .	V-10
V-9. Training Inputs, Outputs, and Loads, Initial Skill Training (Officer), FY 1987-1989. . . . .	V-11
V-10. Training Inputs, Outputs, and Loads, Skill Progression Training (Officer), FY 1987-1989. . . . .	V-13
V-11. Training Inputs, Outputs, and Loads, Functional Training (Officer and Enlisted), FY 1987-1989 . . . . .	V-14
V-12. Courses and Course Lengths, Functional Training, FY 1989 . . . . .	V-15
VI-1. Total Flight Training Loads, FY 1980-1990 . . . . .	VI-2
VI-2. Training Inputs, Outputs, and Loads, Undergraduate Pilot Training, FY 1987-1989. . . . .	VI-4
VI-3. Training Inputs, Outputs, and Loads, Undergraduate Helicopter Pilot Training, FY 1987-1989 . . . . .	VI-5
VI-4. Course Lengths and Attrition Rates, Army Undergraduate Helicopter Pilot Training, FY 1989 . . . . .	VI-5
VI-5. Course Phasing, Navy/Marine Corps Undergraduate Pilot Training, FY 1989 . . . . .	VI-6
VI-6. Training Inputs, Outputs, and Loads, Navy/Marine Corps Undergraduate Pilot Training, FY 1987-1989. . . . .	VI-7
VI-7. Training Inputs, Outputs, and Loads, Air Force Undergraduate Jet Pilot Training, FY 1987-1989. . . . .	VI-8
VI-8. Training Inputs, Outputs, and Loads, Undergraduate Navigator Training, FY 1987-1989. . . . .	VI-10
VI-9. Training Inputs, Outputs, and Loads, Advanced, Familiarization, and other Flight Training, FY 1987-1989. . . . .	VI-11
VII-1. Professional Development Education Training Loads, FY 1980-1990. . . . .	VII-2
VII-2. Training Inputs, Outputs, and Loads, Career Officer Professional Schools, FY 1987-1989. . . . .	VII-4
VII-3. Intermediate Service Schools. . . . .	VII-5



	PAGE
VII-4. Training Inputs, Outputs, and Loads, Intermediate Service Schools, FY 1987-1989 . . . . .	VII-5
VII-5. Training Inputs, Outputs, and Loads, Senior Service Colleges, FY 1987-1989. . . . .	VII-7
VII-6. Enlisted Leadership Training Courses. . . . .	VII-8
VII-7. Training Inputs, Outputs, and Loads, Enlisted Leadership Training, FY 1987-1989 . . . . .	VII-9
VII-8. Training Inputs, Outputs, and Loads, Graduate Education Fully Funded, Full Time, FY 1987-1989 . .	VII-10
VII-9. Graduate Education Loads at Service Institutions, FY 1987-1989. . . . .	VII-11
VII-10. Training Inputs, Outputs, and Loads, Other Full Time Education Programs, FY 1987-1989 . . . . .	VII-12
VII-11. Training Inputs, Outputs, and Loads, Health Professions Education, FY 1987-1989 . . . . .	VII-13
VIII-1. Training Workloads, FY 1989 . . . . .	VIII-2
VIII-2. DoD Manpower in Support of Training, Conduct of Individual Training Function . . . . .	VIII-3
VIII-3. DoD Manpower in Support of Training, Base Operating Support Function. . . . .	VIII-4
VIII-4. DoD Manpower in Support of Training, Management Headquarters Function. . . . .	VIII-4
VIII-5. DoD Manpower in Support of Training, All Functions . . . . .	VIII-4
VIII-6. Trends, Manpower in Support of Training, DoD Total, by General Function, FY 1980-1989. . . .	VIII-5
VIII-7. Trends, Training Workloads, FY 1980-1989. . . . .	VIII-5
VIII-8. Trends, Training Manpower and Training Workloads, FY 1980-1989. . . . .	VIII-5
VIII-9. Training Manpower by Service and Type of Training, FY 1989 . . . . .	VIII-6
IX-1. Funding of Individual Training for the Army by Type of Training and Fiscal Year . . . . .	IX-4
IX-2. Funding of Individual Training for the Navy by Type of Training and Fiscal Year . . . . .	IX-5
IX-3. Funding of Individual Training for the Marine Corps by Type of Training and Fiscal Year . . . . .	IX-6
IX-4. Funding of Individual Training for the Air Force by Type of Training and Fiscal Year . . . . .	IX-6
IX-5. Funding of Individual Training by Service and Type of Training, FY 1989 . . . . .	IX-7

## EXECUTIVE SUMMARY

The Military Manpower Training Report of the Secretary of Defense is submitted to the Congress in accordance with 10 U.S.C. 138(d)(2). The Secretary of Defense is required to submit to Congress a written report each fiscal year, recommending the average student load for each category of training for each active and reserve component of the armed forces which includes justification for, and explanation of, the average student loads recommended. The FY 1989 Military Manpower Training Report specifically supports the Department of Defense amended request for authorization of average military student training loads for each component, active and reserve, of each Service for Fiscal Year 1989. Requested training loads are shown in Table 1.

TABLE 1.--Amended FY 1989 Requested Training Loads

<u>FY 1989</u>	
<u>Active Components</u>	
Army	80,281
Navy	65,925
Marine Corps	18,064
Air Force	<u>36,857</u>
Subtotal	201,127
<u>Reserve Components</u>	
Army National Guard	19,561
Army Reserve	17,190
Naval Reserve	3,136
Marine Corps Reserve	3,459
Air National Guard	2,868
Air Force Reserve	<u>1,827</u>
Subtotal	<u>48,041</u>
TOTALS	249,168

The requested loads are consistent with the amended President's Budget for FY 1989 and the Department of Defense request for authorization of military manpower strengths, active and reserve, as submitted in February 1988.

## Definitions and Explanation of Training Loads

This report discusses the individual training and education within the Department of Defense, other than the training within operational mission units. Individual training and education, for purposes of this report, is divided into six categories:

- Recruit Training, given to enlisted entrants to the Service who have not had previous military service.
- One-Station Unit Training, an Army program which combines Recruit Training and training in certain skills into a single course.
- Officer Acquisition Training, which leads to a commission in one of the Services.
- Specialized Skill Training, needed to prepare military personnel for specific jobs in the Military Services.
- Flight Training, primarily for prospective pilots and navigators preparing them for an initial operational assignment.
- Professional Development Education, relating to the advanced professional duties of military personnel or to advanced academic disciplines to meet Service requirements.

"Training loads" are the average number of students and trainees participating in formal individual training and education courses during the fiscal year. For a full fiscal year, training loads are the equivalent of student/trainee manyears of the participants, including both those in temporary duty and permanent change of station status.

The requirement for training in a baseline force is derived from the need to replace losses in each skill required in the military force structure. Losses, through separations, promotions and other causes, are projected at various points in the future and compared to the projected inventory of trained personnel. The deficit between the requirement in each skill and the inventory becomes a demand for an output of trained personnel. A phased input of students to the training establishment is then scheduled so that trained personnel, in each skill and skill level, are available at the proper time to replace the losses in those skills. The resulting workload placed on the training establishment is the basis of the training loads addressed in this report.

The training load for each component is the measure of the amount of training required for members of that component, although some of the training will be done by other Services, in DoD schools, or in some cases by institutions outside the Department of Defense. The training of members of the Reserve Components included in the report is the formal school training provided by the active training establishment to individual members of the Reserve Components while they are on active duty for training; this is primarily training provided to non-prior service personnel entering the Reserve Components.

#### An Overview of Training Loads

During FY 1989 and FY 1990 total requested DoD training loads will range between 249,168 and 251,136. About 81 percent of these annual loads is composed of training for members of the active forces; the remaining 19 percent of these loads is training for members of the Reserve Components, while on active duty, conducted by the active training establishment.

Table 2 displays the percentage of total active force loads and the percentage of total Reserve Component loads attributable to each of the major categories of training in FY 1989.

TABLE 2.--Percent Distribution of Training Loads, FY 1989

<u>Training Category</u>	<u>Active Forces</u>	<u>Reserve Components</u>
Recruit Training	19%	28%
One-Station Unit Training (Army)	5%	12%
Officer Acquisition Training	9%	2%
Specialized Skill Training	58%	55%
Flight Training	3%	2%
Professional Development Education	6%	1%
	-----	-----
Total	100%	100%

The preponderant categories of training, in terms of training loads, are Recruit Training and Specialized Skill Training, both of which, along with Army One-Station Unit Training, are strongly influenced by the number of enlisted non-prior service accessions to the force. Specialized Skill Training includes Reserve Component training in programs where reservists actively train with their active duty counterparts. Active/ Reserve integration is essential in providing a highly trained Reserve manpower pool from which to draw in the event of mobilization. Other types of training -- Officer Acquisition Training, for example -- are also driven by the number of new accessions to the force. Table 3 divides the requested training loads for FY 1989 into two parts: training that is primarily accession-related, and is

conducted for the purpose of turning a civilian into a qualified servicemember with a usable military skill; and other training, which, for the most part, is conducted for the purpose of preparing members in later stages of their military careers for more demanding duties.

TABLE 3.--Accession-Related Training and Training Loads, FY 1989  
(Thousands)

	Active <u>Forces</u>	Reserve <u>Components</u>	Total Active & <u>Reserve</u>
<u>Accession-Related Loads</u>			
Recruit	38.5	13.5	52.0
One-Station Unit Training	9.6	5.8	15.3
Officer Acquisition	17.6	1.8	19.4
Initial Skill (Officer & Enlisted) <u>a/</u>	67.0	20.7	87.7
Undergraduate Flight	<u>5.6</u>	<u>0.6</u>	<u>6.2</u>
Subtotal	138.2	42.4	180.6
<u>Other Loads</u>			
Other Specialized Skill	50.3	5.2	55.5
Other Flight	1.0	0.1	1.1
Professional Development	<u>11.6</u>	<u>0.4</u>	<u>12.0</u>
Subtotal	<u>62.9</u>	<u>5.7</u>	<u>68.6</u>
<u>Total Load</u>	<u>201.1</u>	<u>48.0</u>	<u>249.2</u>
<u>Accession-Related Loads as</u> <u>Percent of Total Loads</u>	69%	88%	72%

Note: Numbers may not add due to rounding.

a/ In some cases, includes some training for prior-service personnel or personnel who receive the training at a later stage in their career.

As Table 3 shows, training primarily related to new accessions amounts to about 69 percent of all training programmed for the active forces in FY 1989; only about 31 percent is for subsequent training. The comparable proportions for the Reserve Components are about 88 and 12 percent. The concentration on accession-related training demonstrates the priority the Services place on training intended to produce new servicemembers who are motivated to serve their country, amenable to discipline, and capable of productive service as members of military organizations.

Table 4 shows the trend in training loads. Table 5 compares training loads by the major categories of training.

TABLE 4.--Active and Reserve Training Load Trends by Service,  
FY 1980 - 1989  
(Thousands)

	<u>FY 80</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>Percent Change</u>	
							<u>FY 80-89</u>	<u>FY 88-89</u>
<u>Active Forces</u>								
Army	78.4	70.9	73.0	69.2	79.8	80.3	+ 2%	+ 1%
Navy	57.9	66.9	67.9	66.9	67.2	65.9	+14%	- 2%
Marine Corps	19.4	19.1	19.3	18.6	18.9	18.1	- 7%	- 4%
Air Force	42.0	41.2	42.4	39.8	33.7	36.8	-12%	+ 9%
Total Active	197.7	198.1	202.6	194.5	199.6	201.1	+ 2%	+ 1%
<u>Reserve Components</u>								
	28.2	35.7	36.6	40.2	46.0	48.1	+71%	+ 4%
Total DoD	225.9	233.8	239.2	234.7	245.6	249.2	+10%	+ 1%

Note: Calculations are affected by rounding.

TABLE 5.--Active and Reserve Training Load Trends by Training Category,  
FY 1980 - 1989  
(Thousands)

	<u>FY 80</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>Percent Change</u>	
							<u>FY 80-89</u>	<u>FY 88-89</u>
Recruit	51.0	51.7	52.0	51.5	49.5	52.0	+ 2%	+ 5%
Officer								
Acquisition	16.7	19.8	20.5	19.7	19.5	19.4	+16%	- 1%
Specialized								
Skill	115.5	124.3	132.5	132.1	141.5	143.2	+24%	+ 1%
Flight	6.0	6.8	6.9	7.1	7.1	7.3	+22%	+ 3%
Professional								
Development	8.0	12.2	10.6	10.8	11.8	11.9	+49%	+ 1%
One-Station Unit								
Training	28.7	19.0	16.7	13.5	16.2	15.4	-47%	- 6%
Total	225.9	233.8	239.2	234.7	245.6	249.2	+10%	+ 1%

Note: Calculations are affected by rounding.

The training loads shown in Tables 4 and 5 reflect shifts in resources and training capacities to complement force plans as of the date of this year's MMTR data submission. The overall figures for FY 1989 are expected to be slightly lower than projected, once the services have completed currently ongoing efforts to identify the full impact of the FY 1989 budget decrement.

#### Funding for Individual Training

Funds required to support the training in the training load request for FY 1989 total approximately \$17.6 billion. This amount includes pay and allowances for the students undergoing training, pay and allowances of military and civilian personnel in support of training, operations and maintenance costs, and training-related procurement and construction funded in FY 1989. Table 6 displays total training costs for each Service.

TABLE 6.--Funding of Individual Training  
by Service, FY 1989  
(\$ Millions)

<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
\$7,172.8	\$5,210.8	\$1,283.1	\$3,980.3	\$17,647.0

The same funding is shown in Table 7 for each of the major categories of training and for related support and travel.

TABLE 7.--Funding of Individual Training  
by Training Category, FY 1989  
(\$ Millions)

Recruit Training	\$1,299.3
Officer Acquisition Training	496.6
Specialized Skill Training	4,760.5
Flight Training	2,254.9
Professional Development Education	629.7
Army One-Station Unit Training	444.9
Medical Training	705.9
BOS and Direct Training Support	4,339.1
Management Headquarters	150.2
PCS Cost for Training	512.3
TDY Cost for Training	1,064.0
Reserve Component Pay and Allowances	989.5
Total	\$17,647.0

Note: Numbers may not add due to rounding.

Funding estimates are based on data contained in DoD's Five Year Defense Program (FYDP). This report is consistent with resource estimates in the President's budget, the justification material submitted to the Congress, the Five Year Defense Program and other internal DoD management reports.

#### Manpower In Support of Individual Training

Individual training requires manpower to conduct and support instruction, manage military schools and training centers, maintain training bases and provide support to students, military staff members and their dependents. Chapter VIII of this report provides an analysis of military and civilian manpower in individual training. Manpower in support of individual training for FY 1989, by the general functions it performs, is shown in the following table.

TABLE 8.--DoD Manpower in Support of Individual Training, FY 1989  
(End Strength, Thousands)

	<u>Military</u>	<u>Civilian</u>	<u>Total</u>
Training and Direct Training Support <u>a/</u>	84.6	15.7	100.3
Base Operating Support	36.5	43.5	80.0
Major Training Headquarters	<u>1.6</u>	<u>1.4</u>	<u>3.0</u>
Total	122.7	60.6	183.3

a/ Includes instructors, instructional support, school/training center administration, student supervision.

Table 9 shows that the total amount of manpower in support of individual training decreased significantly between FY 1984 and FY 1989. Since FY 1980 all functions of support for training have shown a decrease in military and civilian manpower.

TABLE 9.--Trends, Manpower in Support of Training, FY 1980-1989  
(Combined Military and Civilian End Strengths, Thousands)

	<u>FY 80</u>	<u>FY 84</u>	<u>FY 89</u>	<u>Percent Change</u>	
				<u>FY 80-89</u>	<u>FY 84-89</u>
Training and Direct					
Training Support	114	123	116	+1.8%	-5.7%
Base Operating Support	69	74	64	-7.3%	-13.5%
Major Training					
Headquarters	<u>4</u>	<u>4</u>	<u>4</u>	- <u>0.0%</u>	<u>0.0%</u>
Total	187	201	183	-2.1%	-8.9%

Training workloads -- that is, all students trained including DoD military students, foreign students and students from other U.S. agencies -- have increased as Table 10 shows.



TABLE 10.--Training Workloads, FY 1980-1989  
(Thousands)

<u>FY 80</u>	<u>FY 84</u>	<u>FY 89</u>	<u>Percent Change</u>	
			<u>FY 80-89</u>	<u>FY 84-89</u>
239	242	264	+ 10.5%	+ 9.1%

The decrease in training manpower compared to the increase in training workload shows a productivity improvement in the Service training establishments. This is consistent with DoD's general emphasis on increased efficiency in support areas.

The Necessity for Good Training

The primary objective of individual training is to provide the operational forces with personnel adequately trained to assume jobs in both Active and Reserve military units. Without effective training and education programs, the operational forces would be manned with personnel who are less than fully qualified for their jobs. Since the nation cannot predict when or where war may break out or count on an extended period for mobilization and training, we must have effective individual training conducted in training institutions to assure that our operational units are capable of carrying out national security missions in peace or war when called upon.

# I

## INTRODUCTION

### Training Requirements and Manpower Requirements

Requirements for training and education of military personnel are derived ultimately from national security objectives. This Report, the Report of the Secretary of Defense to the Congress on the FY 1989 Budget, and the Defense Manpower Requirements Report, describe the progression from national security objectives to training load requirements. The Report of the Secretary of Defense explains the relationship between the threat and the forces designed to cope with the threat. The Defense Manpower Requirements Report relates the requirement for trained manpower to man the forces. The Military Manpower Training Report takes as a starting point the requirement for trained military manpower described in the Defense Manpower Requirements Report. These requirements relate to the demand placed on the military training establishment to supply trained manpower. This demand leads to the DoD request for military student training load authorizations for each component of the Military Services. The Defense Manpower Requirements Report and this Report are mutually supportive; however, the data in the two reports are not interchangeable or directly comparable. The principal reason for this difference is that the main focus of the Defense Manpower Requirements Report is upon requested strength on the last day of fiscal years (that is, end strength), whereas the main focus of the Military Manpower Training Report is upon requested student loads, a concept more comparable to average strength, or man-years, than to end strength.

### Definition of "Individual Training and Education"

This report addresses the "individual training and education" activities of the Department of Defense. These involve the training of individual military members in formal courses conducted by organizations whose predominant mission is training; this training is to be differentiated from training activities conducted by operational units incidental to their primary combat, combat support, or combat service support missions. Training conducted in the unit environment, the training of organized crews and operational units for the performance of specific missions, is not included in the training loads discussed in this report, but is discussed in the Defense Manpower Requirements Report. In certain categories of training, on-the-job training (OJT) in units supplements or substitutes to some extent for all or part of formal course training requirements; OJT is also not included in the training loads discussed in this report.

The purpose of individual training and education is to give individual servicemembers the skills and knowledge that will qualify them to perform effectively in subsequent assignments as members of

operational military organizations. "Individual training and education" includes all formal military and technical training and professional education conducted under centralized control, generally under the supervision of a Service training command or similar organization. The trainees and students undergoing the training or education addressed in the report include the following categories of personnel:

1. Active Force: officers, enlisted personnel, and Service Academy cadets and midshipmen.
2. Reserve Components: officers and enlisted members on active duty for initial skill or professional refresher training in formal school courses.

Training of some civilian students, prior to their entry into the Services, in such programs as ROTC, is also discussed in the report. However, training loads are properly requested only for training and education of personnel received while they are in active military status.

In general, the training discussed in this report is conducted under Major Defense Program VIII, "Training, Medical and Other General Personnel Activities," as presented in the Defense budget. Exceptions to these general rules are pointed out, where appropriate, in the body of the report.

Personnel undergoing individual training and education are classified, for manpower accounting purposes, as either trainees, students, or cadets, unless they are undergoing training while on temporary duty or temporary additional duty from their unit of assignment, or unless they are being trained while en route to new stations as transients. The term "trainees" is generally used for all enlisted personnel in Recruit Training and Initial Skill Training. "Cadets" (or "midshipmen" in the case of the Naval Academy) are members being educated at one of the Service Academies. All others receiving individual training and education are identified as "students". The distinction is not important for the purposes of this report, and the term "student" will be used where appropriate to describe members of all three classifications as well as temporary duty and transient personnel being trained.

The term "training" generally refers to instruction in military subjects either at a basic level, as in Recruit Training, or in a military or job-related technical specialty, such as pilot training or training in radar repair. "Education" generally refers to study either in more advanced subjects or in military subjects which apply to an entire Service or to the broad mission of national security, as, for example, the curriculum at the National War College. The term "training" will be used in this report to refer to individual training and education as a whole.

### Reserve Component Description

The Ready Reserve is the major source of manpower augmentation for the active force. It has two principal elements: the Selected Reserve and the Individual Ready Reserve/Inactive National Guard. The Selected Reserve includes three groups: (1) units organized, equipped, and trained to perform wartime missions; (2) Individual Mobilization Augmentees (IMA's) who are highly trained, skilled people designated to provide wartime augmentation to active component units on or shortly after mobilization; and (3) the training pipeline, which is composed of members of the Selected Reserve who have not completed sufficient training to be awarded a military skill designation. Training pipeline personnel may not deploy overseas upon mobilization until minimum training is completed. Selected Reservists assigned to units and IMA's train throughout the year and participate annually in active duty training. As many as 200,000 Selected Reservists may be involuntarily recalled by the President for up to 90 days, with an option for a 90 day extension, to augment active forces.

The Individual Ready Reserve (IRR) and Inactive National Guard (ING) consists of those Ready Reservists who are not in the Selected Reserve. Members of the IRR and ING have served recently in the active force or the Selected Reserve and have some period of their military service obligation remaining or have volunteered to remain beyond their statutory obligation. The majority of the IRR and ING members do not participate regularly in organized training. All members of the IRR and ING are subject to being ordered to active duty during a national emergency declared by the President or the Congress.

The Standby Reserve consists of personnel who maintain their military affiliation, but are unable to remain in a Ready Reserve status, or who are determined to be critical mobilization assets. The Retired Reserve consists of former members of the active and reserve forces who have retired. Members of the Standby and Retired Reserve do not generally participate in reserve training or readiness programs. They may be ordered to active duty by the Secretary of the military department concerned in the interest of national defense. However, standby and retired reservists who have not completed 20 years of active service may not be activated until it has been determined that there are not enough qualified members in the Ready Reserve. Retired reservists who have completed 20 or more years of active service may be ordered to active duty at any time.

## FY 1989 Training Report and the FY 1989 Budget

It is important to emphasize that this report, while consistent with the Department of Defense Budget for FY 1989, differs in structure from the budget justification in two major respects. Budget justifications are focused on explaining how, by whom, and why money is to be spent; budgets for training and their justifications, therefore, are prepared by the Service which conducts the training programs and must obtain funds to train personnel from other Services in addition to its own. By contrast, this report details and emphasizes the training loads of the components of the parent Service whose members are undergoing the training, and deals in less detail with resources and funds required by the Service which conducts the training. For example, Navy personnel being trained by the Air Force are treated in this report as part of the Navy military student training load, since they are being trained to fill Navy requirements. However, in budget documents, funds to conduct training for these students, who are a part of the Air Force training workload, are included in Air Force appropriation requests.

### Definitions of Major Training Categories

The portion of this report which discusses training loads in detail is organized into five chapters (Chapters III through VII), each of which addresses one of the major categories of training. These major categories are briefly defined below. Each chapter will more fully describe the training category and its sub-categories, the requested training loads, and the training methodology.

Recruit Training includes the basic introductory physical conditioning, military, and indoctrination training given to all new enlisted entrants in each of the Services. One-Station Unit Training (OSUT) is an Army training program which meets the training objectives of both Recruit and Specialized Skill Training in certain skills through a single course for new Active and Reserve enlisted entrants which is conducted by a single training unit. Since it includes elements of two categories of training, it is treated separately in this report.

Officer Acquisition Training, sometimes called pre-commissioning training, includes all types of education and training leading to a commission in one of the Services, such as the programs of the Service Academies and officer candidate/training schools. Students not in active military status, such as Reserve Officer Training Corps students, are excluded from requested loads in this report.

Specialized Skill Training provides officers and enlisted personnel with new or higher levels of skill in military specialties or functional areas to match specific job requirements.

This category includes Army Advanced Individual Training and Navy Apprenticeship Training. Certain flight-related training, such as

training of air traffic controllers and aircraft mechanics, and survival training in the Air Force, is reported under Specialized Skill Training. Officer acquisition programs are not included in Specialized Skill Training.

Flight Training provides the individual flying skills needed by pilots, navigators, and naval flight officers to permit them to function effectively upon their assignment to operational mission units. The Service undergraduate flight training programs culminate in an officer, or an Army warrant officer, receiving "wings" and being categorized as a "designated" or "rated" officer.

The undergraduate programs do not include the major formal advanced flight training programs. Training conducted by Service advanced flight training organizations is not considered individual training and is therefore beyond the scope of this report.

Professional Development Education includes educational courses conducted at the higher-level Service schools or at civilian institutions to broaden the outlook and knowledge of senior military personnel or to impart knowledge in advanced academic disciplines to meet Service requirements. Training of this type is required to prepare individuals for progressively more demanding assignments, particularly for higher command and staff positions. Programs include undergraduate and graduate education and other courses not leading to a degree.

Enlisted leadership training for senior non-commissioned officers is included in Professional Development Education rather than in Specialized Skill Training to recognize its broad professional content. However, Navy leadership training, which is given to all grades of petty officers, is included in Specialized Skill Training, as is the rest of noncommissioned officer training for more junior personnel conducted by the other Services.

#### Determining Training Requirements and Training Load

The amount and type of training to be conducted in the Department of Defense is the product of a series of calculations that is described in Appendix A to this report.

In brief, the process begins with the determination of the requirement for military personnel with specific skills to fill positions in the approved or projected force. The requirement for trained manpower must then be measured against the available inventory of trained personnel projected at various points in the future. This comparison, made for each military skill and skill level, establishes the need for the training of personnel, on a phased basis, to fill current and projected skill shortages. The requirement for the training of personnel on a schedule calculated to maintain the skill inventory becomes the workload of the Service training establishments. It is measured in

terms of the average military training student load, or "training load". The training load for a given period is not only a measure of the amount of training to be accomplished; but, adjusted to take account of the Service conducting the training, it becomes a "workload" and thus it is also a basis for establishing the requirement for resources (manpower, funds, material, and facilities) needed to support the training to be conducted by a Service.

Conceptually, the training load for a given period is the average student strength for the period, and approximates many years. The total training load is the sum of the loads for all the included individual courses. Training loads for individual courses are determined by the following factors:

1. The length of the training course.
2. The desired number of graduates, or output, of the course.
3. The number of entrants, or inputs, into the course required to obtain the desired output. This, in turn, depends on the pattern of attrition, or failures of entrants to graduate, for the course.

The training load is computed by the following formula:

$$\frac{\text{Entrants} + \text{Graduates}}{2} \times \text{Course Length (expressed as a fraction of a year)} = \text{Load}$$

This is the basic method for computing the training loads discussed in this report. However, if attrition does not occur at a uniform rate, as is frequently the case, and the rate and phasing can be specified, more complex formulas and computer simulations are used to estimate training loads.

#### Accuracy in Projecting Training Loads

In accordance with law, training load authorizations must be requested well in advance of the period when the training is actually conducted. This year, for example, in addition to the more refined estimates of loads needed for FY 1989, load authorizations must be requested for the fiscal year which begins more than a year after the request is submitted -- that is, loads for FY 1990, beginning October 1, 1989, must be requested in the spring of 1988. This statutory requirement implies the capability to predict future training loads with precision. In actuality, while loads for some long-leadtime programs, such as the Service Academies, can be predicted with considerable accuracy, there are many uncertainties in projecting training loads. Some of the causes of uncertainty are:

1. Unpredictability of individual decisions to enlist, re-enlist, or retire; these factors may lead to unanticipated changes in the skill inventory, requiring changes in the composition or size of training loads, or to shifts of portions of the training load from one fiscal period to the following period.

2. Unanticipated changes in force structure, requiring a readjustment of the skill inventory and the mix of courses in the training load.

3. Changes in attrition rates and patterns, causing unprogrammed fluctuations in training rates and loads.

By forecasting training needs as far as possible into the future and continuously reviewing and adjusting training inputs and loads, the Services are able to adapt the training system to changing conditions. However, it should be clear that extended projections are subject to error; adjustments are inevitable and, in fact, necessary for good management.

#### Training Load Request by Component and Category

The tables on the following two pages display in category detail the requested training loads for FY 1989 and FY 1990. The loads for each period are displayed by component and by each of the major categories of training.



TABLE I-1.--Military Training Student Loads, Fiscal Year 1989, By Component and Major Training Category

	Recruit Training	One-Station Unit Training	Officer Acquisition Training	Specialized Skill Training	Flight Training	Professional Development Education	Total
<b>Active Forces</b>							
Army	12,257	9,556	5,732	46,868	1,289	4,579	80,281
Navy	13,343	-	6,209	42,073	2,014	2,286	65,925
Marine Corps	6,677	-	378	9,514	536	959	18,064
Air Force	6,234	-	5,246	18,880	2,752	3,745	36,857
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Subtotal	38,511	9,556	17,565	117,335	6,591	11,569	201,127
<b>Reserve Components</b>							
Army Reserve	4,960	1,404	1,437	9,596	180	100	17,190
Army National Guard	4,473	4,356	167	9,732	273	73	19,561
Naval Reserve	1,320	-	0	1,748	0	68	3,136
Marine Corps Reserve	1,682	-	214	1,533	0	30	3,459
Air Force Reserve	409	-	20	1,279	65	54	1,827
Air National Guard	650	-	0	1,968	204	46	2,868
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Subtotal	13,494	5,760	1,838	25,856	722	371	48,041
<b>Total</b>	52,005	15,316	19,403	143,191	7,313	11,940	249,168

TABLE I-2.--Military Training Student Loads, Fiscal Year 1990, By Component and Major Training Category

	Recruit Training	One-Station Unit Training	Officer Acquisition Training	Specialized Skill Training	Flight Training	Professional Development Education	Total
<b>Active Forces</b>							
Army	12,420	9,720	5,930	47,388	1,318	4,503	81,279
Navy	13,291	-	6,223	41,303	2,087	2,344	65,248
Marine Corps	6,570	-	362	9,386	549	960	17,827
Air Force	6,234	-	5,701	19,735	2,745	3,714	38,129
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Subtotal	38,515	9,720	18,216	117,812	6,699	11,521	202,483
<b>Reserve Components</b>							
Army Reserve	3,703	1,405	1,478	9,989	180	100	19,050
Army National Guard	5,898	4,290	173	9,900	289	73	18,428
Naval Reserve	1,315	-	0	1,626	0	68	3,009
Marine Corps Reserve	1,688	-	214	1,535	0	30	3,467
Air Force Reserve	409	-	20	1,280	66	54	1,829
Air National Guard	650	-	0	1,968	206	46	2,870
	-----	-----	-----	-----	-----	-----	-----
Subtotal	13,663	5,695	1,885	26,298	741	371	48,653
<b>Total</b>	52,178	15,415	20,101	144,110	7,440	11,892	251,136

## II

### TRAINING PATTERNS

#### General Description

The development of servicemembers of all components through formal training, education, and practical experience generally follows a common pattern. The new servicemembers (or, in the case of some Officer Acquisition Training, the prospective servicemembers) first receive training designed to develop the basic attributes of all members of their Service. In most cases, the graduate of the initial training is then taught the skills required for a military job at the lowest skill level. Those servicemembers who do not remain beyond their initial enlistments or obligated terms of service do not, in most cases, receive additional formal training. Those who remain, the career members, will further develop their military knowledge and technical skills through experience in military jobs, interspersed, as required, with training or education needed to prepare them for more responsible positions. During any part of their terms of service, military personnel are also encouraged, as their military assignments may permit, to improve their educational attainments to the benefit of themselves and their Services through off-duty and voluntary education programs that may be available. This combination of job experience, training, and education is essential to the development of a military force that is capable of carrying out the national security mission.

Enlisted personnel usually work in relatively specialized skill fields, whereas the duties of officers, particularly of those in the career force, call for broader expertise. For these reasons, the training and education patterns of officers and enlisted personnel differ, and will be discussed separately in the following sections of this chapter.

In addition to training members of the active forces, the Service training establishments also train members of the Reserve Components. Reserve Component training, as part of individual training and education, involves Reservists and Guardsmen who are on active duty for formal school training. It does not include training of Reserve Component members provided under the following circumstances:

- Training received by individuals while on extended active duty serving with active component (this training is included in active force aggregates);
- On-the-job (OJT) Training conducted by the Reserve Components themselves;
- Training received on annual active duty training tours, except if provided through courses conducted by the active training establishment;

- Any training received while the individual is not in an active military status; as a minor exception, some Reserve and Guard technicians attend military schools in Civil Service status.

Training of members of the Reserve Components will comprise 19 percent of all individual training and education in FY 1989, a 2 percent increase over FY 1987. The change reflects DoD's overall manpower policy of increasing the peacetime reserve strengths relative to the active force strength.

#### Officer Training Patterns

Each Service has developed career patterns to prepare its officers to assume progressively higher command and staff responsibilities. These career patterns are composed of operational assignments, during which the officers learn their professions through experience, and periodic individual training and education, which provide them with knowledge and skills needed for progressively more demanding subsequent assignments.

Officer training and education can be divided generally into three types. First, each Service maintains a system of professional military education that is progressive in nature. This education is related more to the increasing responsibilities associated with career progression to more senior grades than to the individual's current assignment or specialty. It is primarily the study of officership and the command and staff knowledge required of all professional military officers. The second type of education and training includes the many specific skill-producing courses that are conducted to enable the officer to perform immediately upon assignment to a specialized or functional area. These courses vary in length from a few days to several months. They present, for the most part, strictly job-oriented training, and are often in the nature of orientation or refresher courses. Third, the Services also provide selected officers with advanced academic education, either in-house or at civilian institutions, to meet specific requirements for officers educated in technical, scientific, engineering, and managerial fields. Officers also participate in a variety of other educational programs, many on a part-time basis, usually with the student sharing in the cost.

Training and education for career officers, involving one or more of the types of training and education described above, follow the general patterns outlined in the following paragraphs. The patterns vary among the Services to some extent, and not all officers will participate in all of the schooling described. The number of officers participating in schooling becomes progressively smaller, and participation more selective and demanding, as officers move through their careers.

Non-career officers (those who may be expected to serve only an initial tour of active duty) generally receive training only at the entry level. In some cases, they may receive skill-oriented courses such as pilot training, which is lengthy and results in a commensurately longer active duty obligation, or training in other specialties such as maintenance or communications.

Entry Level Training. Upon entry, the young officers' initial training is Service-oriented and intended to prepare them for duties at the lowest operational level -- company, squadron, or ship. The newly commissioned Army officers will attend a basic course conducted by the particular branch of the Army to which they are assigned, such as infantry, armor or artillery. Navy ensigns are usually assigned to school training based on their warfare specialty. All newly commissioned Marine officers attend The Basic School. A newly commissioned officer in the Air Force may go to Flight Training or training in a technical specialty.

Career Training. After some operational experience, the career officer requires further professional military education to prepare for service at the next level -- for example, as a unit commander or a headquarters staff officer. In the Army, this entails a return to branch school for more advanced training. Navy officers at this stage in their careers may attend a school in a specialty appropriate to their future assignments. A Marine Corps officer would normally attend the Amphibious Warfare School. An Air Force officer could be selected for the Squadron Officer School.

To satisfy Service requirements and as a further step in professional development, some officers are selected for participation in an advanced academic educational program at a civilian institution or one of the two Service technical institutes, the Naval Postgraduate School and the Air Force Institute of Technology.

Intermediate Service Schools. As officers progress (between six and 16 years of service, depending on Service criteria) they are ready for the next, or command and staff, level of professional military education in preparation for assuming higher responsibilities. Attendance is competitive, as not all officers are selected to attend. Each Service has such a course; the Armed Forces Staff College, a joint school, is also conducted at this level. Each Service has its own emphasis with regard to this schooling because of its pattern of missions; these differences are reflected in the school curricula.

Senior Service Colleges. Subsequent to the intermediate years, little technical training is provided. The final level of professional military education is that of the Senior Service Schools -- the war colleges -- for which attendance is highly selective. The Army, Navy, and Air Force each has a war college. In addition, there is the National Defense University, consisting of the National War College, the Industrial College of the Armed Forces, and the Capstone course for

general officers. Officers graduating from the Senior Service Schools have the academic foundation required for command and staff positions at the highest level. The different curricula of these schools reflect the differing patterns of missions among the Services. In some instances Reserve officers are able to attend Senior Service Schools in residence. The schools, generally, also offer a non-resident course which consists of correspondence studies and resident phases.

#### Enlisted Training Patterns

Individuals entering upon an initial enlistment are provided Recruit Training that introduces them to military life. Following this indoctrination training, they will follow one of three possible avenues dictated by their respective component's requirements:

1. Initial Skill Training, which prepares the enlistee for an initial duty assignment, or
2. Direct duty assignment on the basis of a skill already acquired in civilian life, or
3. Direct assignment to first duty unit for on-the-job training (OJT).

The Army One-Station Unit Training (OSUT) program is a variation of the first of these three avenues, since it combines Recruit and Initial Skill Training into a single course, followed by assignment to an operational unit. About 28 percent of Active Army entrants to initial skill enlisted training will be trained under the OSUT in FY 1989. For the Reserve Components, about 29 percent of the Army entrants to initial skill enlisted training will receive OSUT.

The expected distribution of Active Recruit Training graduates in FY 1989 is shown in Table II-1.

TABLE II-1.--Disposition of Active Recruit Training Graduates in FY 1989

	<u>Army</u>	<u>Navy a/</u>	<u>Marine Corps</u>	<u>Air Force</u>
To Initial Skill Training	98%	93%	93%	90%
To Duty Assignment				
(Civilian-Acquired Skill)	2%	*	*	*
To Duty Assignment (On-				
the-Job Training)	0%	7%	7%	10%
	100%	100%	100%	100%

\*Less than 1 percent.

a/ 33% of Navy Recruit Training graduates attend short "Apprenticeship Training" courses (carried under Initial Skill Training in this report) as a preliminary to further training on the job.

As the table indicates, most enlisted personnel receive formal Initial Skill Training to provide them with a basic military skill. The combination of Recruit Training and Initial Skill Training (or Army One-Station Unit Training) is the foundation of the development of enlisted personnel, because it turns civilians into servicemembers who are qualified to fill positions in Active or Reserve units.

Due to the decrease in Air Force accessions in recent years -- down from 70,100 in FY 1984 to 50,000 in FY 1989 -- and the increase in complexity of Air Force systems and jobs which require formal training, the percent of active duty recruit graduates going to technical school increased to 95 percent in FY 1984. In FY 1989 it decreased to 90 percent due to budget constraints.

Other than for on-the-job training in the work environment, enlisted personnel normally receive no further formal skill training beyond the training previously described during their initial enlistments. The major exception is Navy training, conducted by fleet training centers, in such shipboard duties as firefighting.

Subsequent to reenlistment, individuals may be selected for attendance at a journeyman level course in their specific occupational areas. This training emphasizes the appropriate military applications for the skills being taught. In most cases, however, enlisted personnel advance in their skill areas through experience gained on the job and without extensive additional formal training. Some enlisted personnel are given the opportunity to attend NCO professional development training programs which prepare them for increased supervisory and leadership responsibilities.

Active Navy training facilities are being opened on weekends to make classroom and training facilities accessible to the Selected Reserve. This Readiness Center Concept has been approved for implementation nationwide. This initiative will concentrate resources (technical training equipment, training devices, and instructors) to improve the overall quality of Reserve training. Skill progression courses are broken down into modules that can be accomplished during drill periods. Exportable training and course modules will remove many barriers to improving readiness in the Naval Reserve. Now all formal schools or training required for mobilization are available to the reservist.

Normally, few enlisted personnel attend regularly programmed specialized courses after mid-career. There are instances, of course, where new equipment or systems are introduced into a Service, and senior level enlisted personnel are formally trained in operation and maintenance techniques. Selected Active and Reserve senior enlisted personnel attend schools, such as the Army's Sergeants Major Academy and Air Force Senior NCO Academy, which are, on the NCO level, similar in purpose to the Intermediate and Senior Service Schools in the officer education system.

### III

#### RECRUIT TRAINING AND ARMY ONE-STATION UNIT TRAINING

##### General Description

Recruit Training is the basic indoctrination training given to enlisted personnel of each Service upon their initial entry into military service. Recruit Training provides an orderly transition from civilian to military life, motivation to become a dedicated and productive member of the Service, and instruction in the basic skills that are required by all members of the Military Service involved. Training in each of the Services emphasizes discipline, observance of military rules, social conduct, physical conditioning, and the building of self-confidence and pride in being a member of the service. Beyond these common objectives, Recruit Training in each Service is designed to meet the particular training requirements of that Service which are a reflection of the Service mission. Graduates of Recruit Training have the basic knowledge and skills required to qualify them, after formal or on-the-job training in a particular skill, for service in an operational unit of the parent Service.

Army One-Station Unit Training (OSUT) is unique in that it combines Recruit Training and Initial Skill Training in certain skills into a single course conducted by a single training unit at a single training installation. OSUT therefore includes elements of two major training categories; consequently, it is treated separately at the end of this chapter. OSUT training loads are not included within the Recruit Training loads displayed in this chapter.

##### Recruit Training Loads

The training loads for FY 1980 through FY 1990 for each component of each Military Service are shown in Table III-1 on the following page.



TABLE III-1.--RECRUIT TRAINING LOADS, FY 1980-1990 a/

<u>Service</u> <u>Component</u>	<u>FY 80</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Army b/</u>									
Active	10,453	12,726	12,366	10,853	11,288	11,481	12,434	12,257	12,420
Reserve	2,339	3,687	3,688	3,621	3,442	3,487	3,067	4,473	5,898
Natl Guard	2,661	3,184	2,818	3,113	3,257	3,972	3,726	4,960	3,703
<u>Navy</u>									
Active	13,597	12,816	12,780	13,166	14,726	14,564	14,103	13,343	13,291
Reserve	290	305	1,385	1,626	1,227	1,350	1,394	1,320	1,315
<u>Marine Corps</u>									
Active	10,166	8,555	9,459	8,340	7,494	7,420	7,506	6,677	6,570
Reserve	1,623	1,977	2,045	2,041	1,930	1,879	1,711	1,682	1,688
<u>Air Force</u>									
Active	8,872	7,411	6,727	8,047	7,335	6,287	4,534	6,234	6,234
Reserve	297	376	343	363	412	401	409	409	409
Natl Guard	677	575	540	555	856	725	650	650	650
<u>DoD</u>									
Active	43,088	41,508	41,332	40,406	40,843	39,752	38,577	38,511	38,515
Res/Gd Tot	7,887	10,104	10,819	11,319	11,124	11,814	10,957	13,494	13,663
DoD Total	50,975	51,612	52,151	51,725	51,967	51,566	49,534	52,005	52,178

a/ In this table and in all subsequent tables in this report, training loads for the years prior to and including FY 1987 data are actual, FY 1988 and subsequent year data are estimated.

b/ Data do not include Army One-Station Unit Training loads.

### Recruit Training

The following table displays for Recruit Training the average training loads for each year from FY 1987 to 1989 and, for FY 1989, the number of entrants (input) and number of graduates (output). Data are shown separately for each component of each Service.

TABLE III-2.--Training Inputs, Outputs, and Loads, Recruit Training,  
FY 1987 - 1989

<u>Service</u> <u>Component</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	11,481	12,434	80,204	71,710	12,257
Reserve	3,487	3,067	29,684	26,222	4,473
Natl Guard	3,972	3,726	32,831	29,150	4,960
<u>Navy</u>					
Active	14,564	14,103	89,907	78,331	13,343
Reserve	1,350	1,394	6,767	6,022	1,320
<u>Marine Corps</u>					
Active	7,420	7,506	30,157	27,310	6,677
Reserve	1,879	1,711	7,631	6,836	1,682
<u>Air Force</u>					
Active	6,287	4,534	50,000	46,000	6,234
Reserve	401	409	3,481	3,392	409
Natl Guard	725	650	5,579	5,125	650
<u>DoD</u>					
Active	39,752	38,577	250,268	223,351	38,511
Gd/Res Total	<u>11,814</u>	<u>10,957</u>	<u>85,973</u>	<u>76,747</u>	<u>13,494</u>
DoD Total	51,566	49,534	336,241	300,098	52,005

Each of the Services conducts training for women recruits that is similar in concept to Recruit Training for males. The training syllabi are essentially the same for males and females. In the Navy and Marine Corps, male and female Recruit Training is collocated but not integrated. The major difference between these male and female courses is that women recruits generally receive less training in combat oriented skills. The de-emphasis on combat skills in the Marine Corps causes the length of training for women to be somewhat shorter.

#### Rationale for Recruit Training

The underlying philosophy of Recruit Training in each of the Services is that the demands of military service are fundamentally different from those of civilian life. Military service requires a high level of discipline and physical fitness, a homogeneity of outlook, and an ability to live and work as part of a highly structured organization. There are few parallels in civilian society to the demands of military service. Each recruit, therefore, must be transformed into a member of the military team in order to function effectively in the military environment. The attitudes, habits, and basic skills formed in Recruit Training are the foundation of a cohesive military organization. Later training provides the skills and knowledge needed for specific jobs; Recruit Training shapes the civilian entrants into dedicated members of their Military Services with the potential for further development.

The major determinants of Recruit Training loads are the total number of people entering service who must receive Recruit Training (input), the length of the training course, and projected patterns of attrition. Course length and attrition are discussed later in this chapter. The following two sections discuss inputs: first, inputs of active duty personnel, and second, inputs of members of the Reserve Components on active duty for initial training.

#### Active Duty Input

The annual recruiting objective for active duty enlistees without prior military service is a function of the following factors:

1. Current enlisted trained strengths.
2. Number of enlisted personnel currently in training.
3. Projected enlisted losses through separations or other reasons (e.g., desertion, death, acceptance of a commission, retirement, etc.).
4. Projected prior-service enlistments -- that is, the return from civilian life of former service-members.
5. The projected requirement for trained enlisted personnel.

"Trained strength" is the number of personnel required to fill "structure" spaces (i.e., positions in military organizations that require specific grades and skills) and individual "pipeline" spaces, such as transients en route between assignments. The Defense Manpower Requirements Report contains a full discussion of how military manpower requirements are determined. The projected trained strength requirement is compared with the projected trained strength inventory to forecast future skill and strength imbalances. Future shortages that are not expected to be satisfied either by prior-service enlistees or servicemembers currently in skill training courses determine the training output needed to man the force with trained personnel. To determine the necessary input to achieve this output, allowance must be made for course attrition, the number of students entering a course of instruction who fail to complete it. The total input requirement must, therefore, be increased to compensate for expected attrition losses.

The optimal leveling of monthly inputs to obtain the most efficient use of training staff personnel and training facilities is a continuing goal. However, the phasing of inputs may at times be varied in order to take advantage of the best recruiting periods for maintaining quality and quantity.

Historically, June through September and January have been the most productive recruiting months, reflecting behavioral patterns that are related to the civilian academic calendar. Enlistments increase (1) shortly after high school graduation, (2) when peers return to school in the fall, and (3) after the results of the first term academic work are announced.

The Services must be able to accept most prospective enlistees at the time they are ready to enter service. Requiring enlistees to enter military service in phase with requirements and on an even-flow basis would result in the loss of many potential enlistees to other sources of employment. Accepting enlistees as they become available, however, requires a training structure capable of accommodating peak surges of enlistments.

#### Reserve Component Input

Persons enlisting in the National Guard and Reserve forces without active duty experience require the same Recruit Training as active duty enlistees, and for the same reasons. Recruit Training loads for the Reserve Components are based on the same factors as active force loads. Guard and Reserve trainees, while in Recruit Training, are mingled with active duty trainees in units so that their training is identical.

Reserve Component recruits form a significant part of the workload of the active Recruit Training establishment. Recruit Training for the Reserve and Guard will account for 26 percent of all DoD Recruit Training in FY 1989 and 23 percent in FY 1987. This is an increase from

16 percent in FY 1980. Reserve Component training accounts for 38 percent of all Army One-Station Unit Training programmed in the Department of Defense for FY 1989.

The planning considerations for Reserve Component personnel are essentially similar to those for the active force; detailed phasing of this training is complicated, however, by the additional consideration of civilian employment or school commitments for these personnel. For this reason, a pool of personnel who have been enlisted but who have not yet been able to attend initial training is normal. Effort is made to insure that this backlog is kept within a reasonable size.

#### Course Length and Course Content

Enlisted training loads depend not only upon the numbers of entrants but also on the extent of skills required of entering enlisted personnel by each Service. Enlisted personnel attain those skills in Recruit Training and in Specialized Skill Training. Specialized Skill Training is discussed in a subsequent chapter. Recruit Training course lengths are determined in part by how much of the required training is to be provided during the Recruit Training phase and how much is to be deferred to later training. The four Services, because of differences in their missions, take somewhat different approaches in establishing the content and length of their Recruit Training courses.

A split training option is available to the Reserve Components. This program normally separates recruit training from specialized skill training. This option is limited to enlisted entrants who are time-constrained from attending all their required training in one block by either educational pursuits or seasonal employment. The service member attends unit drill after completing recruit training and normally returns to active duty within one year to complete skill training.

Recruit Training in each of the Services covers four areas: (1) some processing and testing; (2) introduction into Service life; (3) instruction in military courtesy, discipline, and hygiene; and (4) fundamental military-related training involving physical fitness, military drill, and self-defense. In addition, each Service provides training in military skills that should be possessed by all, or almost all, members of that Service. The degree to which these Service-wide required skills exist differs widely among the Services. This factor accounts for most of the differences in course content and, therefore, course length. The variance in quality of enlistees among the Services also has a bearing on course length; recruits with lower intelligence and lesser amenability to discipline require a longer training period to achieve training objectives.

The length of the standard Recruit Training course in each Service is shown in the following table:

TABLE III-3.--Recruit Training Course Lengths, FY 1989 (Weeks)

<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
8.0	8.0	11.0	6.0

Army and Marine Corps Recruit Training differ from the Air Force and Navy programs because all recruits are given intensive physical conditioning and instruction in basic ground combat skills, including the use of individual weapons. These Services subscribe to the view that all enlisted personnel must achieve a basic level of qualification in ground combat skills, and their Recruit Training curricula provide a common core of training in these skills.

In FY 1985 the Marine Corps increased female recruit training from 48 training days to 56 training days. Since women Marines serve in many different units and military occupational specialties, their exposure to danger in a hostile environment cannot be precluded. Consequently, female recruit training was increased in length to provide training in defensive techniques and operations.

The Air Force is able to accomplish Recruit Training in six weeks because the students continue with a phased military training program during Initial Skill Training. This training is performed outside the normal eight hour or classroom day. Course content concentrates on indoctrination subjects. Relatively little training in Service-wide skills is provided, since there are few common skills needed by all Air Force enlisted personnel. In addition to subjects oriented toward indoctrinating recruits to military life, the Navy course includes phases designed to prepare them for conditions in a fleet environment. The Navy must be sure that recruits learn to live, work, and fight in restricted space such as they will find on board ship, often close to complex machinery and weapons.

The average length of time spent in recruit status in any of the Services may be longer than the standard course lengths discussed above. Some recruits fall behind their peers because of illness. Others require remedial training. If this cannot be accomplished by additional instructional hours the recruit may be sent to a special training unit or recycled to a following class to repeat a portion of the course.

The common objective of transforming a civilian into a disciplined servicemember tends to set a floor under the length of Recruit Training in each of the Services. Relatively few recruits have had much experience with life in a disciplined environment, been separated from their families and friends, or subjected to the stresses imposed by military life. Compensating for these factors takes not only training but also time. A minimum of six weeks in Recruit Training appears necessary to accomplish this objective alone in any of the Services. Greater amounts of time are required for those Services that must provide extensive training in required common skills.

Enlisted members of the Reserve Components without prior service receive the same basic qualification training as active service members. Each non-prior service enlistee in the Reserve Components undergoes, as a minimum, the equivalent of twelve weeks of active duty training. This is accomplished by sending the enlistee through recruit training and in some cases on to initial skill training. Many Army Guardsmen and Reservists are provided similiar training in certain skills through One-Station Unit Training.

#### Attrition in Recruit Training

A final factor in the computation of loads is the projection of the rate and timing of attrition. Recruits may fail to complete training for medical reasons, inability to absorb the instruction, lack of motivation, disciplinary problems, or a variety of administrative causes, such as discharge for fraudulent enlistment or family hardship. Table III-4 shows projected attrition losses for FY 1989.

TABLE III-4.--Recruit Training Attrition Projections, FY 1989  
(Active and Reserve Combined)  
(Percent)

<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
10.7%	10.2%	13.2%	7.4%

The timing of attrition varies from case to case. In the case of slow learners or individuals who have difficulty in adjusting to military life, trainees usually are reentered or given special instruction; those who do not respond adequately may not become attrition losses until late in the course.

#### Army One-Station Unit Training

The Army's One-Station Unit Training (OSUT) program combines Recruit Training and Initial Skill Training for certain skills into a single continuous course. Consequently, this report treats OSUT separately rather than arbitrarily breaking it into two segments.

OSUT loads for FY 1984 through FY 1990 are shown in the following table.

TABLE III-5.--OSUT Training Loads, FY 1984-1990

<u>Service</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Component</u>							
<u>Army</u>							
Active	14,192	11,883	10,223	8,099	10,513	9,556	9,720
Reserve	1,923	1,861	1,960	1,225	1,255	1,404	1,405
Natl Guard	<u>4,873</u>	<u>5,278</u>	<u>4,505</u>	<u>4,154</u>	<u>4,441</u>	<u>4,356</u>	<u>4,290</u>
Res/Gd Tot	<u>6,796</u>	<u>7,139</u>	<u>6,465</u>	<u>5,379</u>	<u>5,696</u>	<u>5,760</u>	<u>5,695</u>
DoD Total	20,988	19,022	16,688	13,478	16,209	15,316	15,415

OSUT training load data for FY 1987 through FY 1989 are shown in Table III-6.

TABLE III-6.--Training Inputs, Outputs, and Loads, OSUT, FY 1987-1989

<u>Service</u>	<u>FY87</u>	<u>FY88</u>	<u>FY89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	8,099	10,513	36,051	32,907	9,556
Reserve	1,225	1,255	7,101	6,670	1,404
Natl Guard	4,154	4,441	19,905	18,375	4,356
Res/Gd Total	<u>5,379</u>	<u>5,696</u>	<u>27,006</u>	<u>25,045</u>	<u>5,760</u>
DoD Total	13,478	16,209	63,057	57,952	15,316

In FY 1989, about 31 percent of active Army entrants to Recruit Training and 30 percent of Reserve Component entrants to Recruit Training will be trained under OSUT. OSUT training loads will decrease approximately 14 percent from FY 1987 to FY 1989. Much of the decrease is because the OSUT training conducted at Fort Bliss for Air Defense Artillery soldiers has ended. Since multiple military occupational specialties were being trained at Fort Bliss, soldiers finished their training at different times. A review of the program determined that it was more efficient to return to the mode of soldiers going to Recruit Training followed by Advanced Individual Training.

In FY 1989 there will be 36 different courses in OSUT that relate to Initial Skill Training. In general, OSUT requires less training time than the separate Recruit Training and Initial Skill Training courses that it replaced. Table III-7 shows training time for OSUT courses.



TABLE III-7.--OSUT Training Time, FY 1987-1989

<u>Skill Area</u>	<u>Training Time (Weeks)</u>		
	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>
Infantry	12.7	12.9	12.9
Artillery	13.6	13.6	13.6
Armor	13.7	13.7	13.7
Engineer	13.0	13.0	13.0
Military Police	17.0	17.0	17.0

The time that would be required to complete Recruit Training and the Initial Skill Training in separate courses for these skills would be about 4 weeks longer, including the time required to move the trainee from one training organization to another. The shorter OSUT course lengths provide a significant savings in trainee manyears and, consequently, in trainee pay, allowances, and support costs. Moreover, the Army's extensive tests of OSUT indicate that the quality of OSUT graduates is generally as good as the quality of personnel trained under the longer two-course training system.

#### IV

### OFFICER ACQUISITION TRAINING

#### General Description

Officer Acquisition Training consists of training and education programs leading to a commission in one of the Military Services. These programs fulfill the need both for junior officer entrants into the career force and for non-career junior officers in the force structure. Officer Acquisition Training programs produce officers for both the active forces and the Reserve Components.

Training loads for Officer Acquisition Training are shown in Table IV-1 on the following page.

TABLE IV-1.--Total Officer Acquisition Training Loads, FY 1980-1990

<u>Service</u> <u>Component</u>	<u>FY 80</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>ARMY</u>									
Active	4,741	4,809	5,222	6,324	7,217	5,741	5,934	5,732	5,930
Reserve	5	3	4	9	125	1,375	1,441	1,437	1,478
Nat'l. Guard	42	27	44	41	79	81	192	167	173
<u>NAVY</u>									
Active	5,661	6,497	6,446	6,678	6,566	6,280	6,217	6,209	6,223
Reserve	29	0	0	0	0	0	0	0	0
<u>MARINE CORPS</u>									
Active	249	432	294	289	327	433	347	378	362
Reserve	224	302	187	188	207	243	214	214	214
<u>AIR FORCE</u>									
Active	6,032	6,555	6,457	6,230	5,974	5,512	5,119	5,246	5,701
Reserve	10	19	15	15	14	15	20	20	20
Nat'l. Guard	0	0	0	0	0	0	0	0	0
<u>DoD</u>									
Active	16,683	18,293	18,419	19,521	20,084	17,966	17,617	17,565	18,216
Res/Gd Total	310	351	250	253	425	1,714	1,867	1,838	1,885
DoD Total	16,993	18,644	18,669	19,774	20,509	19,680	19,484	19,403	20,101

#### Excluded ROTC and Health Professions Acquisition Programs

The total loads in Table IV-1 do not include two types of Officer Acquisition Training: the Army, Navy, and Air Force Reserve Officers Training Corps (ROTC) programs and the Armed Forces Health Professions Scholarship program. ROTC and Health Professions Scholarship students are not in active military status, whereas students who make up the training loads discussed in this report are either members of the active forces or members of the Reserve Components being trained on active duty by the active establishments. Although these two programs are not included in the requested training loads, they are discussed in this chapter to provide a complete account of Officer Acquisition Training. The following tables show the number of participants in these programs in the period FY 1987 through 1989.

TABLE IV-2.--Average Enrollees, Senior ROTC Programs, FY 1987-1989

<u>Service</u>	<u>FY 1987</u>	<u>FY 1988</u>	<u>FY 1989</u>
Army	61,749	60,022	60,952
Navy	10,548	9,328	9,049
Air Force	<u>21,737</u>	<u>21,653</u>	<u>21,639</u>
DoD Total	94,034	91,003	91,640

TABLE IV-3.--Health Professions Scholarships, FY 1987-1989

<u>Service</u>	<u>FY 1987</u>	<u>FY 1988</u>	<u>FY 1989</u>
Army	1,236	1,236	1,239
Navy	982	915	900
Air Force	<u>1,281</u>	<u>1,300</u>	<u>1,300</u>
DoD Total	3,499	3,451	3,439

The figures shown above for Health Professions Scholarships are actuals for FY 1987 and FY 1988; the FY 1989 figures are those currently authorized by DoD to each Service from the total of 5,000 authorized scholarships.

Junior ROTC is a program designed to develop leadership qualities, good citizenship, and an understanding of the basic elements of national security among high school students. Despite its name, it is not an officer acquisition program, since it does not result in a commission and its participants have no military obligation whatsoever. Junior ROTC is not included within training loads covered by this report.

#### Officer Requirements and Structuring the Officer Acquisition Program

Requirements for new officers, like requirements for new enlisted personnel, are a product of the need for officers in the projected force

as compared to the projected future inventory of officers. Properly functioning programs fill the gross requirements for officer entrants for any given year, and provide an even flow of sufficient new officers to each Service to avoid the emergence of unmanageable shortages and overages by age and grade in the future. Each of the Services uses a mix of sources for new officers.

The mix of officer acquisition programs used must recognize the characteristics of each source. Some of the differing characteristics of current programs are stable input, long lead-time; flexible inputs, short lead-time; high academic quality with comprehensive military indoctrination; and high level of technical skill. Additionally, consideration must be given to each program's ability to attract applicants, the quality of the graduates, and their probable retention and attrition. These differences and others are recognized and exploited in planning officer procurement.

The Service Academies present a long lead-time program that produces highly trained career military officers.

ROTC is also a long lead-time program and provides the largest single input of officers to the active duty force, although many of these officers will leave active duty and join the Reserve Components. In this manner, ROTC provides officers to support the total force, both active and reserve.

Officer Candidate/Training Schools provide the short lead-time commissioning source necessary to respond to immediate surges in officer requirements, since the programs can be expanded or reduced in a relatively short period of time.

The off-campus commissioning programs, such as the Marine Corps Platoon Leader Corps (PLC) program, are long lead-time programs, and provide the student at virtually any four-year college or university the opportunity to earn a commission through summer training but without military responsibilities during the school year. Finally, Other Enlisted Commissioning Programs are relatively long lead-time in nature, and provide a source of officers who possess specific technical skills and who have a proven high rate of retention. The lead-time for Other Enlisted Commissioning Programs is generally shorter than for Service Academies or ROTC programs since most participants have previous college credits, requiring less time to complete their program.

In addition to these reasons for using a variety of sources to satisfy officer requirements, it is also desirable to use different sources to keep the officer corps from being restricted to a narrow segment of the national population and to provide opportunities for highly qualified enlisted personnel.

Officer Acquisition Training may be divided into six separate programs:

- Service Academies
- ROTC
- Officer Candidate Schools
- Off-Campus Commissioning Programs
- Enlisted Commissioning Programs
- Health Professions Acquisition Programs

During FY 1986 the Navy instituted the Officer Sea and Air Mariner (OSAM) Program which provides another avenue of officer accessions directly into the Naval Reserve. The program covers all phases of training from Officer Candidate School to specific platform training in a designated warfare specialty. Once training is completed, after approximately two years, individuals are released from active duty and fill a Selected Reserve billet to complete a four year drilling obligation.

#### Service Academies

The mission of each of the Service Academies (United States Military Academy, United States Naval Academy, and United States Air Force Academy) is to meet a portion of the long-range requirement for career military officers. They provide instruction and experience to cadets or midshipmen so that they graduate with the knowledge and character essential to leadership and with the motivation to become career officers. Cadets and midshipmen receive a rigorous four year undergraduate college education which includes a technically oriented core curriculum regardless of major. Successful completion of the specified academic, leadership and military requirements entitles the graduate to a Bachelor of Science degree and a Regular commission in one of the Military Services. Up to one-sixth of Naval Academy graduates in each year may be commissioned in the Marine Corps.

The Service Academies are distinctive among the collegiate institutions of the nation in that their curricula are specifically designed to prepare young men and women for service as professional officers. The total curriculum at each Academy is designed to develop the qualities of character, intellect, and physical competence needed by the officer who may, in the course of a full career, be called upon to perform duties ranging from leading a small combat unit to advising the highest government councils. The programs include the sciences, the humanities, and military and physical training, and form the basis for further professional development or, when required, graduate education.

The enrollment of each of the Service Academies is established by law. This fact establishes stable training loads for the Academies. Training load data for the Service Academies are shown in Table IV-4.

TABLE IV-4.--Training Inputs, Outputs, and Loads, Service Academies,  
FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
Army	4,904	4,784	1,325	1,020	4,784
Navy	4,403	4,328	1,330	1,075	4,302
Air Force	<u>4,228</u>	<u>4,228</u>	<u>1,391</u>	<u>981</u>	<u>4,228</u>
DoD Total	13,535	13,340	4,046	3,076	13,314

Each of the Military Departments sponsors an Academy preparatory school. Marine Corps and Coast Guard personnel attend the Navy school. The missions of these schools are to provide intensive instruction and guidance, in courses of instruction approximating one academic year, to selected enlisted personnel in preparation for entry to the Service Academies. Students compete for nominations by the Secretaries of the Military Departments and from other sources. The Naval Academy Preparatory School also provides instruction to candidates for the Marine Corps Enlisted Commissioning Education Program during the summer months. Training load data for the Academy preparatory schools is shown in Table IV-5.

TABLE IV-5.--Training Inputs, Outputs, and Loads,  
Academy Preparatory Schools, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
Army	174	233	320	223	233
Navy	165	158	261	168	158
Marine Corps	11	11	15	11	11
Air Force	<u>224</u>	<u>210</u>	<u>260</u>	<u>190</u>	<u>210</u>
DoD Total	574	612	856	592	612

#### ROTC Programs

ROTC is a long lead-time program which is the single largest source of officers for the Armed Forces. Like the Service Academies, ROTC is used to provide a relatively constant input of officers for active duty, but ROTC also provides non-career officers as well as career officers. The program is currently conducted at over five hundred civilian colleges and universities throughout the nation. The Army, Navy, and Air Force each sponsor an ROTC program; up to one-sixth of the Navy graduates may be commissioned in the Marine Corps. Scholarships and subsistence allowances authorized by law, in addition to conventional recruiting and

advertising methods, are used to attract qualified students. Scholarships are awarded to young men and women who exhibit potential ability and interest in fields of projected Service needs.

There are both scholarship and non-scholarship, as well as two-year and four-year, ROTC programs. The curriculum of each program is tailored to the needs of the individual Services. For example, the Navy teaches the basics of ship navigation, while the Army teaches the fundamentals of ground combat and the Air Force provides basic instruction in aerospace history and doctrine. Each of the programs includes instruction in leadership, military customs and military history, and each program provides prospective officers with a gradual transition from the civilian environment to the military environment. Each ROTC program consists of a series of regularly scheduled academic classes throughout the school year combined with mandatory summer camps or cruises which are designed to give the student realistic military experience and a first-hand view of military life.

The ROTC scholarship continues to be an important incentive to attract exceptionally qualified individuals to ROTC. The rising cost of education makes the scholarship even more attractive. The Congress increased the number of authorized ROTC scholarships from 19,000 in FY 1979 to 29,500 in FY 1982. The Army increased from 6,000 scholarships in FY 1979 to 12,000 authorized in FY 1981. The Air Force increased from 6,500 to 9,500 authorized scholarships in FY 1981. Due to resource constraints, the Navy will be able to fund only an average of 6,649 scholarships for FY 1989.

The ROTC program is being expanded through the establishment of more host institutions and new extension centers. Students at an extension center participate in the ROTC unit of a larger host institution. This practice extends the ROTC option to students attending the numerous small colleges and universities not large enough in themselves to support a viable ROTC unit. The Army has expanded its program significantly since FY 1980 by adding 81 new extension centers. The Army now has 318 host institutions. The Navy has 66, and the Air Force has 153.

As noted at the beginning of this chapter, the ROTC program is not included in Service training loads because the students are not in an active military status. The following table shows the three Service ROTC programs for FY 1989.



TABLE IV-6.--Senior ROTC Programs in FY 1989

<u>Service</u>	<u>Beginning Enrollments</u>	<u>Graduates</u>	<u>Average Enrollments</u>	<u>Average Number of Scholarship Enrollees</u>
Army	63,801	8,375	60,952	12,000
Navy	8,550	2,065	9,049	6,649
Air Force	<u>23,312</u>	<u>2,800</u>	<u>21,639</u>	<u>5,567</u>
DoD Total	95,663	13,240	91,640	24,216

Off-Campus Commissioning Programs

The only Officer Acquisition Training program in which college students participate and is conducted off the college campus is the Marine Corps Platoon Leaders Class (PLC). This program provides for enlistment as a Marine Corps Reservist while the student is still an undergraduate and requires participation in summer military training.

Students participating in this program attend either one or two summer training sessions, depending upon when during their college career, they were enrolled. The objective of the program is to indoctrinate, motivate, and train the enrollees by providing instruction in basic military subjects, leadership, and physical training. PLC students are commissioned when their college degrees are conferred; the newly commissioned Marine Corps officers then attend The Basic School at Quantico, Virginia.

In conformance with the nature of this program, the training loads in Table IV-7 are based only on the time spent in summer training. Loads, consequently, are low as compared to inputs and outputs.

TABLE IV-7.--Training Inputs, Outputs, and Loads,  
Off-Campus Commissioning Programs,  
FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
Marine Corps Reserve	243	214	2,025	1,355	214

Officer Candidate Schools (OCS)

Each of the Military Services operates an Officer Candidate School. The Air Force school is entitled Officer Training School (OTS).

Enlisted members can use this route to "rise from the ranks". The existence of OCS programs, and the other enlisted commissioning programs covered in the next section, is therefore a significant advancement incentive to ambitious and promising enlisted personnel.

The four Services offer direct entry into OCS to selected college graduates without previous enlisted service. Some college students in highly specialized academic disciplines, such as engineering and physical sciences, feel that they cannot afford the time required to participate in ROTC; OCS provides a way to a commission for these persons and, as well, for other well-qualified persons who desire to become officers after graduation from college. Due to Congressionally mandated reductions in officer end-strength, the Navy has decreased the Officer Candidate School workload.

The following table shows the lengths of the various courses.

TABLE IV-8.--Course Lengths (Weeks). Officer Candidate Schools

Army	Navy	Marine	Air
<u>OCS</u>	<u>OCS</u>	<u>Corps</u>	<u>Force</u>
		<u>OCS</u>	<u>OTS</u>
14	16	10	12

Load data for OCS programs are shown in the following table.

TABLE IV-9.--Training Inputs, Outputs, and Loads,  
Officer Candidate Schools,  
FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	163	153	250	214	65
Reserve	40	39	400	342	104
Natl Guard	24	61	200	171	52
<u>Navy</u>					
Active	617	608	1,407	1,304	617
Reserve	0	0	0	0	0
<u>Marine Corps</u>					
Active	133	54	588	319	85
Reserve	0	0	0	0	0
<u>Air Force</u>					
Active	415	227	1,569	1,445	363
Reserve	15	20	85	76	20
Natl Guard	0	0	0	0	0
<u>DoD</u>					
Active	1,328	1,042	3,814	3,282	1,130
Gd/Res Total	<u>79</u>	<u>120</u>	<u>685</u>	<u>589</u>	<u>176</u>
DoD Total	1,407	1,162	4,499	3,871	1,306

Other Enlisted Commissioning Programs

The Services each have enlisted commissioning programs in addition to Officer Candidate Schools. The purposes of these programs are: (1) to provide a source of officers in specific skills with an expected high rate of retention; (2) to provide an avenue whereby enlisted personnel with proven qualifications can augment the commissioned ranks; and (3) to provide a measure of motivation to enlisted personnel. The Navy's Enlisted Commissioning Programs now number seven and have a planned training load of 1,106 in FY 1989. A similar program, the Marine Enlisted Commissioning Education Program, has been expanded to offer degrees in technical and liberal arts academic disciplines. Students in the USAF Airman Education and Commissioning Program (AECPP) major in engineering and computer science or physical science, with matriculation up to three years; the average academic time spent in the program is about 27 months. In the Navy, Marine Corps and Air Force, participants attend the Officer Candidate

School of their Service before they are commissioned. Like OCS/OTS, these education programs carry an active duty service requirement. The Navy will continue to emphasize enlisted commissioning programs to maintain officer procurement in FY 1989. The Air Force is reducing emphasis on these programs because of funding reductions. In FY 1988 the Army began reporting the warrant officer certification program in this category. While the other Services' participants are all on active duty, the Army's program also includes the Reserve and National Guard.

The following table displays load data for these programs. All participants are members of the active forces.

TABLE IV-10.--Training Inputs, Outputs, and Loads,  
Other Enlisted Commissioning Programs, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
Army	419	818	3,570	3,305	667
Navy	1,095	1,123	1,339	1,055	1,132
Marine Corps	289	282	98	85	282
Air Force	<u>445</u>	<u>254</u>	<u>100</u>	<u>87</u>	<u>245</u>
DoD Total	2,248	2,477	5,107	4,532	2,326

#### Health Professions Acquisition Programs

This subcategory may be conveniently divided into two parts, the Armed Forces Health Professions Scholarship Program and the Uniformed Services University of the Health Sciences Program.

The Health Professions Scholarship Program was established in 1972 by Public Law 92-426. Participants are selected from among students, or those accepted for enrollment, in recognized health professions schools. Participants are commissioned in grade O1 in the Reserve of their parent Service, but, except for a short period of annual active duty, are not in active status. They are, therefore, not included within the training loads of their Services. Upon graduation, participants must serve obligated tours of duty, the length of which depends on the length of their participation in the program.

The program is authorized a total of 5,000 scholarships at its current level. Service data for FY 1989 are shown in Table IV-11.

TABLE IV-11.--Health Professions Acquisition Program.  
Scholarships Awarded and Graduates, FY 1989

<u>Service</u>	<u>Scholarships</u>	<u>FY 1989 Graduates</u>
Army	1,240	340
Navy	1,050	306
Air Force	<u>1,300</u>	<u>339</u>
DoD Total	3,590	985

An additional acquisition program for health professionals, the Uniformed Services University of the Health Sciences (USUHS), began operation in 1976. In accordance with PL 92-426, the student body of the USUHS is composed of commissioned officers of the Uniformed Services. The first students graduated from this program in 1980.

The USUHS plans an incoming class of 159 medical students in FY 1989. This institution will, over the long term, provide approximately 25 percent of DoD's projected physician requirements. Training inputs, outputs and loads for this DoD school for FY 1987-1989 are shown in Table IV-12.

TABLE IV-12.--Training Inputs, Outputs, and Loads, USUHS.  
FY 1987-1989

<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
642	648	159	159	648

## SPECIALIZED SKILL TRAINING

General Description

Specialized Skill Training provides officer and enlisted personnel with skills and knowledge needed to perform specific jobs. Each Service has established a job structure that makes it possible for it to carry out its assigned missions. Each position in each organization within that job structure has been analyzed to determine the skills necessary to insure that each job is done properly and efficiently. The purpose of Specialized Skill Training is to impart these required skills to the proper number of individuals in a phased manner so that each position vacancy in the structure can be filled promptly with a qualified replacement.

Specialized Skill Training, as used in this report, is characterized by the following:

Inclusions: Initial, progression, and functional training for both officers and enlisted personnel. Specialized Skill Training specifically includes Army Advanced Individual Training and Navy Apprenticeship Training. This training category also includes aviation-related ground training and enlisted leadership training below the level of that carried in Professional Development Education.

Exclusions: All Officer Acquisition Training programs, notably Officer Candidate School, formerly included in Specialized Training budget documents.

Army One-Station Unit Training (OSUT), as does Specialized Skill Training, provides Army personnel with job-related training in a number of skills. However, since OSUT is conducted as one course which combines Recruit and Specialized Skill Training, it is treated separately in this report (see Chapter III), and OSUT loads are not included in the Specialized Skill Training loads in this chapter.

Specialized Skill Training loads will increase slightly, 1,686 or 1.2 percent between FY 1988 and FY 1989. Reserve Components training loads decreased 2.2 percent from FY 1988 to FY 1989. Although entry level training for enlisted personnel makes up 80 percent of total Reserve Component training loads, Reserve and Guard officers and enlisted personnel beyond the initial entry stage are also trained by the Active establishment. DoD wide, the requirement to improve the technical skills of career personnel to keep pace with new equipment acquisition and modifications to the existing inventory will continue into the foreseeable future, and this is reflected in the Specialized Skill Training loads for FY 1989.

Specialized Skill Training loads for FY 1980-1990 are as shown in Table V-1 on the following page.

Table V-1.--Specialized Skill Training Loads, FY 1980-1990

<u>Service</u>	<u>FY 80</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Army</u>									
<u>a/</u>									
Active	39,089	33,711	34,428	37,057	39,922	39,220	45,224	46,868	47,388
Reserve	3,677	4,305	4,683	5,157	5,902	6,856	9,884	9,596	9,989
Nat'l Guard	5,183	4,788	4,201	4,704	5,738	7,159	10,185	9,732	9,900
<u>NAVY</u>									
Active	35,874	40,311	41,079	42,238	42,530	41,663	42,655	42,073	41,303
Reserve	469	635	1,110	1,677	1,676	1,607	1,601	1,748	1,626
<u>Marine Corps</u>									
Active	7,624	9,024	9,795	9,066	10,084	9,248	9,586	9,514	9,386
Reserve	504	680	937	1,267	1,500	1,534	1,469	1,533	1,535
<u>Air Force</u>									
Active	21,445	22,453	20,345	19,792	22,311	21,638	17,601	18,880	19,735
Reserve	591	841	1,258	902	1,042	1,306	1,332	1,279	1,280
Nat'l Guard	1,031	1,401	1,338	2,460	1,774	1,850	1,968	1,968	1,968
<u>DoD</u>									
Active	104,032	105,499	105,647	108,153	114,847	111,769	115,066	117,335	117,812
Gd/Res Total	11,455	12,650	13,527	16,167	17,632	20,312	26,439	25,856	26,298
DoD Total	115,487	118,149	119,174	124,320	132,479	132,081	141,505	143,191	144,110

a/ Data do not include Army One-Station Unit Training loads.

As in the other types of training covered in this report, the demand placed on the training establishment for individuals with certain skills is determined by comparing projected requirements for each skill and skill level with the projected future inventory of trained service members.

When anticipated losses are deducted from the current inventory, shortages in various skill areas are revealed. These shortages, except for those that can be satisfied through on-the-job training, or, in a few cases, through lateral entry from civilian life of individuals who already possess needed job skills, create a demand for a phased output of trained replacement personnel. Also, estimates are made of the proportion of students in each training course who will fail to complete the course. These course attrition factors determine the inputs necessary to achieve the desired course outputs. Inputs, outputs, attrition patterns, and course lengths determine the training loads. These factors are discussed for each sub-category of Specialized Skill Training in the remainder of this chapter.

One of the challenges facing the Reserve Components is the improvement of the process to match individuals to billets that carry the appropriate military occupational specialty or rating. The majority of the specialties or ratings require formal school training prior to designation. Since limited availability for active duty prevents members of the Selected Reserve from attending many formal schools, initial skill training programs are being developed to train prior-service Reservists in selected occupational specialties using combinations of two week formal schools, on-the-job training, correspondence courses, mobile training teams, and civilian vocational technical courses.

Specialized Skill Training is the most diverse of the major categories of individual training. In the interest of clarity, the full category has been divided into five sub-categories. Two are concerned with initial skill training, one for officers, the other for enlisted personnel; two others cover more advanced training, again divided by officer and enlisted. The last category covers both officer and enlisted training which, for the most part, imparts required knowledge or skills without changing the student's primary skill or skill level.

In 1986 the Army conducted a thorough review of the OSD course type codes used in the Army Program for Individual Training (ARPRINT). Code corrections and changes that were made will be reflected in the FY 1988 and future Military Manpower Training Reports. While some training changed categories, the major impact occurred in the Specialized Skill Training category. Initial skill and skill progression training for enlisted personnel is considerably lower than reported in the FY 1988 Military Manpower Training Report. The tables in this chapter use the revised classification system for FY 1986 and following years.



### Initial Skill Training (Enlisted)

Initial Skill Training (Enlisted) includes all formal training normally given immediately after Recruit Training and leading toward the award of a military occupational specialty or rating at the lowest skill level. Successful completion of the training qualifies the enlisted member to take a position in the job structure of the Service and to progress, through job experience, to the journeyman level. Army One-Station Unit Training satisfies this same purpose but, because it combines the skill training with recruit training in a single course, it is treated separately in this report.

The great majority of Service recruits are drawn from the least skilled segment of the population. Most recruits are under age 21 and have little civilian job experience. In addition, some civilian specialties are not in demand in the military job structure, and many of the most important military skills have no civilian counterpart. Consequently, only a small number of people enter the Service with a skill that can be used with little or no additional training, and enlistees must be trained in a technical skill before they can become productive. Some skills can be acquired through experience and on-the-job training. The vast majority, however, are most effectively and efficiently learned through formal courses. In some situations, on board ship or in remote locations for example, the opportunity for on-the-job training is often limited.

Load data for Initial Skill Training (Enlisted) are displayed in Table V-2. The classification of this training is determined by its purpose, rather than by whether entrants attend immediately after Recruit Training. Thus some prior-service students and cross-trainees from other skill areas are reflected in these data.

Table V-2.--Training Inputs, Outputs, and Loads,  
Initial Skill Training (Enlisted), FY 1987-1989

<u>Service</u> <u>Component</u>	<u>FY 87</u> <u>Load</u>	<u>FY 88</u> <u>Load</u>	<u>FY 89</u> <u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	18,156	19,136	94,593	86,829	21,071
Reserve	4,903	5,890	34,177	30,779	6,312
Natl Guard	5,250	7,397	31,484	28,703	6,807
<u>Navy</u>					
Active	22,007	22,486	161,677	145,569	21,947
Reserve	1,129	1,125	8,612	8,376	1,125
<u>Marine Corps</u>					
Active	6,091	6,045	40,404	38,568	5,955
Reserve	1,339	1,263	9,720	9,221	1,297
<u>Air Force</u>					
Active	14,216	10,719	48,324	45,185	11,961
Reserve	1,103	1,107	4,847	4,617	1,054
Natl Guard	1,429	1,365	6,087	5,700	1,365
<u>DoD</u>					
Active	60,470	58,386	344,998	316,151	60,934
Gd/Res Total	<u>15,153</u>	<u>18,147</u>	<u>94,927</u>	<u>87,396</u>	<u>17,960</u>
DoD Total	75,623	76,533	439,925	403,547	78,894

New mission requirements and technological change have resulted in consolidation or splitting skill areas and extensive modification of existing training programs. For instance, the introduction of word processors and microcomputers into Air Force duty sections of personnel administration and operations resource management has increased the percentage of new accessions requiring formal training for these skills.

Prior to FY 1983, Naval Reserve personnel mobilization requirements were met primarily with Navy veterans (E-4 thru E-6) who became affiliated with the Naval Reserve. However, these personnel exceeded mobilization rate requirements (E-1 thru E-3) and many could not qualify for Reserve peculiar missions without extensive retraining. Therefore, the Navy initiated the Enlisted Sea and Air Mariner (ESAM) Program to meet E-1 through E-4 Navy Manpower Mobilization System (NAMMOS) personnel requirements. The ESAM Program enables the Naval Reserve to tailor individual training to attain personnel mobilization requirements in both critical skill areas and desired ranking (E-1 thru E-4). ESAMs are Selected Reservists placed on extended active duty while completing necessary formal training. Upon completion of training they report to the Naval Reserve Force for proficiency training and qualification. The proficiency or operational training is not included in the training loads of this report.

Reserve trainees graduating from recruit training proceed to Initial Skill Training in their occupational specialty. This may consist of a course in a Service school or Advanced Individual Training at an Army training center. If a course in the proper skill is not available, the trainee may be assigned to on-the-job training in an active duty for training status. The actual length of active-duty training, in comparison with the statutory twelve weeks minimum, varies from twelve weeks to twelve months, depending on the occupational specialties involved. To accommodate the Reserve Component member, the split-training program allows completion of initial entry training over a period of normally less than two years in two training periods.

Marines continue to serve in worldwide locations where terrorism remains a constant threat. In meeting this challenge, the Marine Corps has established a program of terrorism counteraction training. Classes range from two hours at recruit training to 25 hours for officer students at the Marine Corps Command and Staff College. Similarly, attendance at other service schools instructing measures to combat terrorism has also increased. For FY 1989, approximately 1000 Marines are expected to attend specialized skill schools where these measures are taught.

Reflecting the variety of skills required in the four Services, there are a large number of courses for enlisted personnel in Initial Skill Training, as shown in the following table.

Table V-3.--Number of Courses, Initial Skill Training  
(Enlisted), FY 1989

<u>Army a/</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
313	145	88	391

a/ This does not include 12 courses that will be trained under OSUT.

Initial Skill courses include general skills, intelligence, cryptography, and health service training. Some of these courses are in highly technical skills, such as nuclear reactor specialist or electronics technician. Others involve less complex, but not less important, skills -- cook, clerk-typist, and vehicle driver. A sampling of courses in each Service with the most students in FY 1989 is shown in the Table V-4.

Table V-4.--Initial Skill Training Courses with High Student Flow.  
FY 1989

	<u>No. of Students</u>	<u>Course Length (in weeks)</u>
<u>Army a/</u>		
Medical Specialist	9,617	10.0
Administrative Specialist	6,008	10.0
Motor Transport Operator	4,275	8.0
Petroleum Supply Specialist	3,776	10.0
Unit Supply Specialist	3,423	7.0
Combat Signaler	3,290	11.0
<u>Navy</u>		
Apprentice Training b/	28,035	4.0
Enlisted Basic Aviation Training	15,146	2.0
Service Schools Command Indoc	7,181	1.0
Propulsion Engineering Basics	6,909	4.0
Hospital Corpsman "A" School	5,631	11.0
Basic Enlisted Submarine	5,577	5.5
<u>Marine Corps</u>		
Rifleman	5,766	8.0
Motor Vehicle Operator	2,551	7.0
Administrative Clerk	1,258	8.0
Field Radio Operator	2,099	9.0
Machine Gunner	1,136	8.0
Mortarman	1,194	8.0
<u>Air Force</u>		
Security Specialist	5,636	6.4
Administrative Specialist (General)	2,755	4.6
Law Enforcement Specialist	2,644	6.6
Airlift Aircraft Maint	2,170	6.6
Tactical Aircraft Maint	1,974	6.6
Inventory Specialist	1,955	6.8

a/ Many of the Army high-density skills and most combat skills (armor crewman, artilleryman, etc.) are trained through One-Station Unit Training (OSUT).

b/ Apprentice Training is composed of fundamental training in one of four basic skill areas: Seaman, Fireman, Airman, Constructionman. The course length shown is the average for those four skills.

Course lengths vary widely often based on the complexity of the subject matter. For example, the Air Force course for cytotechnology specialists is 52 weeks long; whereas the course for packing specialist is only 3 weeks long. Table V-5 shows the average course lengths for the Services' Enlisted Initial Skill Training.

Table V-5.--Average Course Lengths, Academic Days in Training  
(Enlisted), FY 1989

<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
56	52.3	56	52

The final determinant of training loads is the anticipated rate of attrition. Attrition rates must be estimated for each course. The rate may be negligible for a reasonably routine course for which students entered in the course have the necessary abilities and motivation. Attrition may run much higher, up to one-third of the class entrants, in complex technical courses. In contrast to policies governing Recruit Training, many of the students who fail to complete these courses are retrained in other, less difficult, skills rather than discharged. The average anticipated rates for FY 1989 are as shown below.

Table V-6.--Average Attrition Rates, Initial Skill Training (Enlisted),  
FY 1989  
(Percent)

<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
9.0%	8.9%	7.2%	5.9%

### Skill Progression Training (Enlisted)

This sub-category covers skill training received by enlisted personnel subsequent to Initial Skill Training. Through this training, the student gains the knowledge to perform at a more skilled level or in a supervisory position. Skill Progression Training is most frequently given after servicemembers have gained experience through actual work in their specialty. In some cases, however, training in a relatively narrow subject area as an immediate follow-on to Initial Skill Training is included in Skill Progression Training.

Training load data for Skill Progression Training (Enlisted) are shown in the following table.

Table V-7.--Training Inputs, Outputs, and Loads.  
Skill Progression Training (Enlisted), FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	8,273	9,213	70,637	67,588	8,896
Reserve	209	1,343	2,773	2,468	493
Natl Guard	732	1,029	7,328	6,903	1,129
<u>Navy</u>					
Active	12,792	12,858	124,711	120,496	12,747
Reserve	190	170	4,651	4,466	313
<u>Marine Corps</u>					
Active	1,382	1,640	12,196	11,957	1,545
Reserve	98	101	1,255	1,207	115
<u>Air Force</u>					
Active	5,717	5,128	74,932	73,651	5,104
Reserve	95	111	2,448	2,411	111
Natl Guard	284	408	7,663	7,546	408
<u>DoD</u>					
Active	28,164	28,839	282,476	273,692	28,292
Gd/Res Total	<u>1,608</u>	<u>3,162</u>	<u>26,118</u>	<u>25,001</u>	<u>2,569</u>
DoD Total	29,772	32,001	308,594	298,693	30,861

The requirement for Skill Progression Training arises from the fact that training in a skill at entry level and subsequent experience do not, in many cases, fully qualify servicemembers to do the more advanced jobs in their field without further formal training. Several factors may contribute, singly or in combination, to a need for additional formal training:

1. The introduction of new equipment.
2. The need to produce a higher degree of skill in a sub-specialty.
3. The need to impart a broader base of knowledge to qualify an individual for a supervisory responsibility.
4. The requirement for refresher training to bring the service-member up to date on the latest information and techniques in a skill.

The primary need, as in all other types of training, is to have trained individuals available to replace losses as they occur. Planning future training in this sub-category follows the same general pattern as for Initial Skill Training. Some additional complications, however, are introduced by the fact that members eligible for schooling are frequently serving overseas or on board ship, rather than flowing from the Recruit Training pipeline. This situation frequently requires that personnel receive the training when they are available, preferably between duty assignments, rather than when they might more easily be accommodated for formal school training. Reserve Component personnel have similar difficulties because of civilian employer commitments.

The following table displays statistics in Skill Progression Training in each of the Services for FY 1989.

Table V-8. --Courses, Course Lengths, and Projected Attrition,  
Skill Progression Training (Enlisted), FY 1989

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
Number of Courses	368	1,710	170	657
Average Course Lengths (Academic Days)	34	37.3	38	18
Projected Attrition Rate (Percent)	4.2%	3.0%	1.7%	1.2%

The Air Force's average days in training is low compared to the other Services because of the large use of short courses. The large number of Navy and Air Force courses is a reflection of the technical nature of these Services and their large number of subspecialties. Of course, part of the difference is due to differing Service approaches to course definition and segmenting.

### Initial Skill Training (Officer)

As a general rule, Officer Acquisition Training is oriented toward the broad educational background and general military training which is considered necessary for all officers entering a Service. In consequence, most newly commissioned officers require further training for the specific type of duty they will be performing in their first duty assignment. Initial Skill Training for officers is, therefore, analogous to Initial Skill Training for enlisted personnel -- both provide the job-oriented training which, added to the military fundamentals learned earlier, prepares the individual for taking a place in the job structure.

Load data for Initial Skill Training (Officer) are displayed in the following table.

Table V-9.--Training Inputs, Outputs, and Loads, Initial Skill Training (Officer), FY 1987-1989

<u>Service</u> <u>Component</u>	<u>FY 87</u> <u>Load</u>	<u>FY 88</u> <u>Load</u>	<u>FY 89</u> <u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	2,017	3,080	9,351	9,157	2,555
Reserve	1,173	1,427	7,204	6,994	1,775
Natl Guard	626	818	3,132	3,034	812
<u>Navy</u>					
Active	1,403	1,491	4,875	4,767	1,529
Reserve	17	17	230	193	17
<u>Marine Corps</u>					
Active	1,023	1,003	3,391	3,328	1,068
Reserve	31	8	104	97	9
<u>Air Force</u>					
Active	744	883	5,370	5,157	944
Reserve	40	41	502	497	41
Natl Guard	62	70	619	604	70
<u>DoD</u>					
Active	5,187	6,457	22,987	22,409	6,096
Gd/Res Total	<u>1,949</u>	<u>2,381</u>	<u>11,791</u>	<u>11,419</u>	<u>2,724</u>
DoD Total	7,136	8,838	34,778	33,828	8,820

With minor exceptions, all newly commissioned Army officers attend officer basic courses at their branch schools -- Infantry officers at the Infantry School, Engineer officers at the Engineer School, and so forth. These courses average 13 weeks in length, and officers attend before reporting to their first unit of assignment. In addition, certain officers are selected to attend follow-on skill or functional training courses for more specialized assignments.



All submarine and nuclear officers and most Surface Navy officers go to Initial Skill Training. The Navy provides 30 courses for officers in Initial Skill Training, with an average course length of 106 days.

All newly commissioned Marine Corps officers attend a basic course for general orientation and training. In addition, most Marine Corps officers attend one of the 109 Initial Skill Training courses sponsored by the Corps. They may also participate in others conducted by the Navy or other Services. Such courses average 58 days in length and are related to specific officer jobs.

The Air Force conducts 36 Initial Skill Training courses for the officers with an average length of 55 days. About 78 percent of newly commissioned officers attend these courses, some immediately after commissioning and others after spending some time at their first duty assignment.

#### Skill Progression Training (Officer)

Skill Progression Training for officers is, in general, aimed at officers with several years of practical experience and provides them knowledge needed to assume more advanced responsibilities. For example, the Army provides advanced courses which are structured to prepare the students for battalion and brigade staff duties in addition to command responsibilities at the company and battery level. Data for Skill Progression Training (Officer) are displayed in the following table.

Table V-10.--Training Inputs, Outputs, and Loads, Skill Progression  
Training (Officer), FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	3,260	4,152	13,928	13,709	3,862
Reserve	210	265	2,443	2,310	325
Natl Guard	287	350	1,788	1,718	358
<u>Navy</u>					
Active	1,193	1,182	10,913	10,889	1,179
Reserve	50	50	883	880	50
<u>Marine Corps</u>					
Active	231	235	2,557	2,532	241
Reserve	6	9	186	181	10
<u>Air Force</u>					
Active	674	584	12,108	11,926	584
Reserve	42	47	882	864	47
Natl Guard	37	87	3,516	3,475	87
<u>DoD</u>					
Active	5,358	6,153	39,506	39,056	5,866
Gd/Res Total	<u>632</u>	<u>808</u>	<u>9,698</u>	<u>9,428</u>	<u>877</u>
DoD Total	5,990	6,961	49,204	48,484	6,743

The Army conducts 130 courses averaging 59 days in length. The Navy maintains 164 courses, averaging 38 days in length, which cover a variety of specialized duties that are typically performed by officers with several years of service -- for example, aviation maintenance officer course and nuclear propulsion plant course.

Both the Marine Corps and the Air Force conduct broad courses for officers at about the same level as the Army's advanced courses; however, as these are Service-wide and uniform in content, they are carried in Professional Development Education. Within Skill Progression Training, Marine Corps officers attend 37 courses, averaging 48 days in length, sponsored by the Corps. They also utilize the course offerings of the other Services. The Air Force has 146 courses, averaging 12 academic days each, for the purpose of training officers in new duties required by their prospective assignments.

Attrition from the Skill Progression courses for officers is significantly lower than for enlisted training or initial skill officer training. Attrition of one to two percent is typical of such courses.

The Air National Guard (ANG) also conducts specialized skill progression training in several aviation disciplines at ANG installations instead of Air Force facilities because of constrained training time available for the reservist, geographic dispersion of units, availability of training equipment, and location of training areas.

#### Functional Training (Officer and Enlisted)

Functional Training is an "all other" sub-category covering those types of required training that do not fit neatly into the definitions of the other sub-categories. By and large, Functional Training is in subject areas that cut across the scope of military occupational specialties and provides additional required skills without changing the student's primary speciality or skill level. Both officers and enlisted personnel participate in Functional Training. Load data for Functional Training are shown in the Table V-11.

Table V-11.--Training Inputs, Outputs, and Loads, Functional Training (Officer and Enlisted), FY 1987 - 1989

<u>Service</u> <u>Component</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	7,514	9,643	99,424	90,421	10,484
Reserve	361	959	10,781	9,658	691
Natl Guard	264	591	8,871	8,287	626
<u>Navy</u>					
Active	4,268	4,638	436,913	425,465	4,671
Reserve	221	239	31,712	30,891	243
<u>Marine Corps</u>					
Active	521	663	8,322	7,421	705
Reserve	60	88	1,965	1,884	102
<u>Air Force</u>					
Active	287	287	10,428	10,248	287
Reserve	26	26	690	690	26
Natl Guard	38	38	1,330	1,323	38
<u>DoD</u>					
Active	12,590	15,231	555,087	533,555	16,147
Gd/Res Total	<u>970</u>	<u>1,941</u>	<u>55,349</u>	<u>52,733</u>	<u>1,726</u>
DoD Total	13,560	17,172	610,436	586,288	17,873

Army Functional Training includes the airborne, ranger, and special forces qualification courses, many specialized NCO supervision courses, language training, and a number of courses related to specialized equipment (e.g., Satellite Communication Operation and Maintenance; 8-inch Atomic Projectile Assembly).

Navy Functional Training differs from that of the other Services because of the very high input to a large number of very short courses. Most of the training is conducted during in-port periods for ships' crews, and includes the following types of activity:

1. Shore training for shipboard teams (firefighting, damage control, anti-submarine warfare, and so forth).
2. Short basic or refresher courses at fleet training centers in the operation of equipment or systems. (TOMAHAWK operations and maintenance, SH-60B system familiarization, 50 cal. machine gun operations)
3. Shipboard in-port training assistance. (Combat systems, advanced acoustic analysis and command excellence seminar mobile training teams)
4. Precommissioning training for newly formed crews of ships under construction. (Pre-commissioning damage control, CIC team training and radar navigation team training)

Marine Corps functional training provides skills necessary to perform a specific mission outside of the normal primary occupational specialty. Examples of functional training courses taught at Marine institutions are range officer, aerial observer, field grade officer winter warfare planning, scout/sniper, mountain survival, and drill instructor training. The Marine Corps is undertaking a new program called "Basic Warrior Training" that will provide the individual Marine with the basic skills required to function in a combat environment and effectively contribute to unit defense.

All Air Force Functional Training is survival training related to various environments: water, arctic, jungle, or tropic. These courses train air crews in the skills for long-term combat survival and survival in chemical, biological, and radiological contaminated environments.

The following table provides additional statistics on Functional Training.

Table V-12.--Courses and Course Length, Functional Training, FY 1989

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>
Number of Courses	1,352	784	42	7
Average Course Length (Days)	23	4	24	9

## VI

### FLIGHT TRAINING

#### General Description

Flight Training programs provide basic flying skills required prior to operational assignment of pilots, navigators, and naval flight officers. Most of the training in this category is undergraduate flight training; at the conclusion of this training, a graduate is awarded "wings" and is classified as a "designated" or "rated" officer. Flight Training includes programs for pilots of all Services, navigators in the Air Force, and naval flight officers in the Navy and Marine Corps. Pilot training may be in jet or propeller-driven fixed-wing aircraft, or in helicopters. Some related advanced flight training, such as Army instructor pilot training is also included in Flight Training. Enlisted programs in aviation-related subjects (for example, in air traffic control) and Air Force survival training are in Specialized Skill Training. Marine Corps enlisted navigator training is included in Flight Training.

During FY 1986, the Navy opened flight training to a limited number of reservists to fill critical billets as Naval Flight Officers. The students enter the pipeline on extended active duty and are trained at the Aviation Officers Candidate School (AOCS) with their active duty counterparts. After completing all formal specific aircraft training, they are released from active duty to receive their proficiency training with a Naval Air Reserve squadron. The proficiency or operational training is not included in the training loads of this report.

Generally, however, Reserve Component participation in Flight Training is relatively minor, since most aviator requirements in Reserve units are filled by experienced aviators who join after extended service in the active components.

Flight Training loads, by Service and component, for Fiscal Years 1980 through 1990 are shown in Table VI-1.

Table VI-1.--Total Flight Training Loads, FY 1980-1990

<u>Service</u>	<u>FY 80</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Army</u>									
Component									
Active	1,204	1,455	1,128	1,086	953	914	1,171	1,289	1,318
Reserve	31	50	68	97	89	106	150	180	180
Natl Guard	80	206	203	201	245	262	249	273	289
<u>Navy</u>									
Active	1,253	1,712	1,635	1,760	2,075	2,244	1,940	2,014	2,087
<u>Marine Corps</u>									
Active	790	647	759	527	529	617	522	536	549
<u>Air Force</u>									
Active	2,467	3,170	3,001	2,880	2,833	2,708	2,750	2,752	2,745
Reserve	51	63	56	55	51	46	67	65	66
Natl Guard	128	234	193	187	177	192	212	204	206
<u>DoD</u>									
Active	5,714	6,984	6,523	6,253	6,390	6,483	6,383	6,591	6,699
Res/Gd Tot	290	553	520	540	562	606	678	722	741
DoD Total	6,004	7,537	7,043	6,793	6,952	7,089	7,061	7,313	7,440

Flight Training loads were reduced by approximately 45 percent over the period FY 1975 to FY 1978 because of the net effect of the following factors:

- Peacetime reductions in active force aviator requirements in all Services, except for moderate increases in Army aviator requirements associated with the 16-division force objective in the last years.

- Restriction of undergraduate flight training for Reserve Component members to the number needed to fill positions in reserve aviation units that could not be filled through recruitment of experienced aviators leaving active duty -- as, for example, positions in aviation units that are remote from major population centers.

The Service trends for flight training in FY 1989 call for maintaining the rates of training initiated in FY 1979. The rates reflect an ongoing effort to return pilot and navigator inventories to long-term sustainable levels, levels which in the late 1970s were adversely affected by several years of unexpectedly high attrition rates for flying personnel. More undergraduate helicopter pilot training for the Army's reserve components is planned. This will increase the Army's reserve pilot inventories and increase the deployability of reserve air detachments.

The Navy workload trends for flight training showed that budget constraints in FY 88 and FY 89 forced a cut in pilot and Navigator training workload.

For purposes of clarity, the following discussion of aviation training is divided into three sections -- Undergraduate Pilot Training, Navigator Training, and All Other Flight Training.

#### Undergraduate Pilot Training

Undergraduate Pilot Training qualifies students to perform the basic flight duties and to assume the responsibilities of military pilots. Air Force courses include sufficient flying training to allow the student to attain proficiency in the general class of aircraft (fixed wing or rotary wing) flown in future assignments. Flying training is augmented by flight-related ground training and simulator training. Also included is officer professional development training which prepares students for the responsibilities of a junior officer. The Army uses a large number of warrant officer pilots. Enlisted entrants undergo warrant officer candidate training before entering flight phases of training, and receive their warrants upon graduation from flight training. A few Army flight training students are already commissioned officers or warrant officers upon entry. The Navy conducts officer training for naval aviation officer candidates concurrent with the early phases of flight training.

Training data for FY 1987-1989 are displayed in the following table.

Table VI-2.---Training Inputs, Outputs, and Loads, Undergraduate  
Pilot Training, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	598	880	2,746	2,512	974
Reserve	87	140	412	374	146
Natl Guard	197	194	544	497	192
<u>Navy</u>					
Active	1,581	1,358	1,574	1,028	1,387
<u>Marine Corps</u>					
Active	561	477	432	328	483
<u>Air Force</u>					
Active	1,534	1,678	2,035	1,600	1,709
Reserve	25	49	55	50	49
Natl Guard	103	142	167	138	142
<u>DoD</u>					
Active	4,274	4,393	6,787	5,468	4,553
Gd/Res Total	<u>412</u>	<u>525</u>	<u>1,178</u>	<u>1,059</u>	<u>529</u>
<u>DoD Total</u>	4,686	4,918	7,965	6,527	5,082



Load data for each Service for undergraduate helicopter pilot training are shown in Table VI-3.

Table VI-3.-- Training Inputs, Outputs, and Loads, Undergraduate Helicopter Pilot Training, FY 1987-1989

<u>Service</u> <u>Component</u>	<u>FY 87</u> <u>Load</u>	<u>FY 88</u> <u>Load</u>	<u>FY 89</u>		
			<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	598	880	2,746	2,512	974
Reserve	87	140	412	374	146
Natl Guard	197	194	544	497	192
<u>Navy</u>					
Active	477	403	532	339	417
<u>Marine Corps</u>					
Active	288	236	236	193	236
<u>Air Force</u>					
Active	37	20	28	25	20
Natl Guard	3	2	3	3	2
<u>DoD</u>					
Active	1,400	1,539	3,542	3,069	1,647
Gd/Res Total	<u>287</u>	<u>336</u>	<u>959</u>	<u>874</u>	<u>340</u>
DoD Total	1,687	1,875	4,501	3,943	1,987

The following table shows programmed course lengths and projected attrition rates for the Army undergraduate helicopter pilot training program.

Table VI-4.-- Course Lengths and Attrition Rates, Army Undergraduate Helicopter Pilot Training, FY 1989

	<u>Commissioned</u> <u>Officers</u>	<u>Warrant Officer Candidates</u> <u>Officer Training</u>	<u>Flight</u>
Course Length (weeks)	36.4	36.4	36.4
Attrition Rate	10%	10%	16%

The Army course is 36.4 weeks longer for warrant officer candidates than for commissioned officers, since the course also serves as a warrant officer candidate school.

Navy Undergraduate Pilot Training begins with a common core of basic ground training and primary flight training and then diverges according to whether the student is to be qualified in jet aircraft, propeller aircraft or helicopters. The basic ground phase, or aviation pre-flight indoctrination, is six weeks in length for officer students and 14 weeks for aviation officer candidates, since this phase also serves as an officer training period for the latter group.

The following table shows course lengths, attrition rates, and type of aircraft used for training for each phase of the syllabus.

Table VI-5.--Course Phasing, Navy/Marine Corps  
Undergraduate Pilot Training, FY 1989

Course/Phase	Course	Attrition		Type
	<u>Length</u>	<u>Rate</u>		<u>Aircraft</u>
	(Weeks)	(Percent)		
		<u>NAVY</u>	<u>USMC</u>	
Commissioned Officers				
Aviation Pre-flight				
Indoctrination	6	9%	2%	-
Aviation Officer				
Candidates	14	15%	NA	-
Primary Training (Jet, Prop, Helo)	22	13%	13.00%	T-34C
Strike Training (Jet)				
Intermediate	22.8	6%	6%	T-2C
Advanced	24.6	8%	8%	TA-4J
Maritime Training (Prop)				
Intermediate	5.2	1%	1%	T-34C
Advanced	18.6	6%	6%	T-44A
E-2/C-2 Training				
Intermediate E-2/C-2	2.8	1%	NA	T-34C
Intermediate Jet (CQ)	22.8	6%	NA	T-2C
Advanced Prop	5.6	1%	NA	T-44A
Helicopter Training				
Intermediate	5.2	1%	1%	T-34C
Advanced	22.2	3%	2%	TH-57

Because of the task requirements which dictate variations in course content, the standard Undergraduate Pilot Training course is as short as 55 weeks for an officer student qualifying in helicopters or as long as 82 weeks for an aviation officer candidate qualifying in jets. Actual course duration may be longer because of unforeseen circumstances such as major aircraft groundings, fuel shortages, or inclement weather.

The following table displays load data for Navy and Marine Corps Undergraduate Pilot Training. All participants are in the active force.

Table VI-6.--Training Inputs, Outputs, and Loads, Navy/Marine Corps Undergraduate Pilot Training, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
Navy					
Strike	724	573	548	341	582
Maritime	380	382	494	348	388
Helo	<u>477</u>	<u>403</u>	<u>532</u>	<u>339</u>	<u>417</u>
Total	1,581	1,358	1,574	1,028	1,387
Marine Corps					
Jet	236	210	163	109	216
Prop	37	31	33	26	31
Helo	<u>288</u>	<u>236</u>	<u>236</u>	<u>193</u>	<u>236</u>
Total	561	477	432	328	483

The final program of Undergraduate Pilot Training is training of Air Force fixed wing jet pilots. Air Force helicopter pilots are trained in the Army program. The majority of Air Force fixed wing pilots are trained in the all-jet USAF Undergraduate Pilot Training program. The standard course length is 50 weeks. Forecast attrition for FY 1989 is 16.7 percent, not including flight screening programs.

In addition, approximately 319 Air Force pilots will be trained annually in the EURO-NATO Joint Jet Pilot Training (ENJJPT) program. ENJJPT is a cooperative undergraduate pilot and pilot instructor training program that began operation on 1 October 1981 at Sheppard Air Force Base, Texas. It is the most significant project of its type that has been undertaken among Allies during peacetime. The nations involved in the program are Belgium, Canada, Denmark, Germany, Greece, Italy, Netherlands, Norway, Portugal, Turkey, United Kingdom, and the United States. ENJJPT is based on the principles of proportionate sharing of program costs and proportionate instructor pilot manning. Forecast attrition for the program is 16.7 percent and the course length is 56 weeks.

Load data for both standard Air Force pilot training and ENJJPT are shown in Table VI-7.

Table VI-7.--Training Inputs, Outputs, and Loads, Air Force  
Undergraduate Jet Pilot Training, FY 1987-1989

	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
Active	1,497	1,658	2,007	1,575	1,689
Reserve	25	49	55	50	49
Natl Guard	<u>100</u>	<u>140</u>	<u>164</u>	<u>135</u>	<u>140</u>
Total	1,622	1,847	2,226	1,760	1,878

At the conclusion of Undergraduate Pilot Training, the new pilot is capable of operating an aircraft in such a manner that future training requirements, in order to accomplish a specific mission, are limited to advanced flight training in aircraft used in operational units and training in the employment of applicable mission weapon systems.

#### Undergraduate Navigator Training

The Navy trains Navy and Marine Corps personnel to become Naval Flight Officers. The Air Force trains its personnel as navigators. The duties of Naval Flight Officers and Air Force navigators are not precisely the same because of mission differences. But at the undergraduate level, they are sufficiently similar that they are referred to collectively in this report as "navigators" (The Army does not train or use navigators).

The Undergraduate Naval Flight Officer (NFO) training program is a building block training program. The training commences with Aviation Pre-flight Indoctrination (6 weeks for officers) or Aviation Officer Candidate School (14 weeks for officer candidates) where the student is provided basic aeronautical and aviation physiological foundation knowledge. After completing this phase, the student enters the Basic phase. This 15 week course provides the student with the basic skills and knowledge needed to safely navigate, communicate, manage aircraft systems, and to describe two-plane formation maneuvers. Successful completion of Basic qualifies students for entrance into Interservice Undergraduate Navigation Training (22 weeks) conducted at Mather AFB, California (described in a later paragraph), or the Navy Intermediate Phase. The Intermediate Phase (13 weeks) expands the knowledge gained in Basic and requires higher skill and performance standards. Practical flight skills are developed in the ID-23 Computerized Navigation/ Communications Training Device; the 2B37 T-34C Simulator; the 2F101 T-2 Simulators; the T-2B aircraft for jet acclimatization and high speed navigation; the T-47A aircraft for jet instrument navigation; and the T-34C aircraft for formation visual navigation, instrument navigation, and advanced performance

maneuvers. After successful attainment of the performance standards, the students proceed to one of the following advanced Naval Flight Officer Training phases which provides specific skills and knowledge: Radar Intercept Officer (RIO) (19 weeks), Tactical Navigation (TN) (15 weeks), Overwater Jet Navigation (OJN) (19 weeks), and Airborne Tactical Data Systems (ATDS) (15 weeks).

The advanced segment of Undergraduate Navigator Training for Naval Flight Officers destined for the Multi-Engine Land Base Community is now managed by the Naval Air Training Unit (NAVAIRTU) at Mather AFB. Navigator candidates receive 320 hours of academic instruction, 78 hours of simulator training, and 80 hours of flight instruction in the T-43 aircraft during 23 weeks of training. This training provides sufficient skills and knowledge so that further training for the newly rated navigator can be limited to flight training in operational aircraft and training in employment of applicable weapons systems.

NFO training achieved full training capability in the T-34 aircraft in both Basic and Intermediate phases in FY 1985. This aircraft allows for increased hands on training. The T-47 was introduced to NFO training and achieved initial training capability in VT-10 Intermediate and RIO phases in FY 1985. T-47 full training capability was achieved in FY-1986. The T-47 replaced the T-39 aircraft.

The Air Force program consists of a 14 week basic course that includes 266 hours of academic instruction, 35 hours of flight simulator training, 22 hours of actual flight instruction in the T-43 aircraft, and 5 hours in the T-37 aircraft. T-37 hours in this phase were reduced from 5 hours to 2.5 hours beginning in FY 1988. After the core course, students will attend one of three follow-on courses: Fighter, Attack, and Reconnaissance (FAR); Tanker, Transport, and Bomber (TTB); or Electronic Warfare Officer Training (EWOT). The FAR course provides 250 academic hours, 64 simulator hours, 14 T-37 hours, and 24 T-43 hours. The TTB trainee receives 300 academic hours, 68 simulator hours, and 88 T-43 hours. EWOT provides 431 academic hours, 63 simulator hours, and 28 T-43 hours.

Undergraduate Navigator Training provides sufficient skills and knowledge so that further training for the newly rated navigator can be limited to advanced flight training in operational aircraft and training in employment of applicable weapon systems. Training load data for Undergraduate Navigator Training are shown in the following table.

Table VI-8.--Training Inputs, Outputs, and Loads, Undergraduate  
Navigator Training, FY 1987-1989

<u>Service</u> <u>Component</u>	<u>FY 87</u> <u>Load</u>	<u>FY 88</u> <u>Load</u>	<u>FY 89</u>		
			<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Navy</u>					
Active	620	512	888	554	557
<u>Marine Corps</u>					
Active	56	45	65	40	53
<u>Air Force</u>					
Active	538	428	1,203	1,147	420
Reserve	12	16	40	40	14
Natl Guard	65	54	137	130	46
<u>DoD</u>					
Active	1,214	985	2,156	1,741	1,030
Gd/Res Total	<u>77</u>	<u>70</u>	<u>177</u>	<u>170</u>	<u>60</u>
DoD Total	1,291	1,055	2,333	1,911	1,090

Other Flight Training

This category covers miscellaneous types of flight training, including advanced flight training, flight familiarization, and other flight programs, which were not previously included in undergraduate pilot or navigator training. Load data are displayed in Table VI-9.

Table VI-9.--Training Inputs, Outputs, and Loads,  
Advanced, Familiarization, and Other Flight Training, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	316	291	2,211	2,099	315
Reserve	19	10	295	255	34
Natl Guard	65	55	604	572	81
<u>Navy</u>					
Active	43	70	2,586	2,586	70
<u>Air Force</u>					
Active	636	644	3,740	3,437	623
Reserve	9	2	22	19	2
Natl Guard	24	16	304	244	16
<u>DoD</u>					
Active	995	1,005	8,537	8,122	1,008
Gd/Res Total	<u>117</u>	<u>83</u>	<u>1,225</u>	<u>1,090</u>	<u>133</u>
DoD Total	1,112	1,088	9,762	9,212	1,141

The Army includes in this category courses for instructor pilots and specific pilot qualification courses in various aircraft. Most of the courses are short, in the range of two to seven weeks.

The Air Force conducts a separate 22-day flight screening program for candidates for Undergraduate Pilot Training who have not had previous flight familiarization training. The resulting student loads are included in the Flight Familiarization category. Similar training is provided to most Air Force Academy cadets and some Air Force ROTC cadets.

The Navy Other Flight Training workload is comprised mainly of instructor ground school training courses where prospective instructors are taught unique training techniques employed in the training of flight students. These courses are the Flight Instructor Training Course (FITC) and the Academic Instructor Training School (AITS). Jet transition training for designated aviators not qualified in jet aircraft is also included in this category, as are indoctrination flights for U. S. Naval Academy and NROTC midshipmen.

The Air Force Other Flight Training workload is limited largely to instructor courses for pilots and navigators and some specialized courses conducted by the Air Training Command in such fields as electronic warfare. Most Air Force postgraduate flight training is conducted under operational command auspices.

In each of the Services, graduates of undergraduate pilot and undergraduate navigator training receive supplementary training in the specific aircraft they will be flying on operational missions. Emphasis is placed on crew training and performance under conditions that would be encountered in combat. In the Army most of this training is provided as part of normal unit training by the operational unit to which the new pilot is assigned. In the other Services, this additional training is provided by Navy or Marine fleet readiness squadrons, Marine combat crew readiness training squadrons, and Air Force combat crew training squadrons. As an exception, centrally conducted Army advanced flight training loads are included within Other Flight Training loads. However, most such training is classified as "crew and unit training" by the Navy, Marine Corps and Air Force and is not included in the loads of this report.

#### Determination of Requirements for Rated Officers

Flight Training rates are developed by comparing projections of future requirements for rated officers with projections of the future status of inventories of both reserve and active duty rated officers. Consideration is given to the need to have sufficient active duty aviators on hand, in appropriate grades. Requirements for rated officers include both the numbers needed to man the force in peacetime and the additional increment needed to man and sustain the force when war breaks out. For analytical purposes, aviator requirements are divided into two parts: unit and individuals. Requirements for aviators for each of these categories are computed to meet both peacetime needs and wartime mobilization needs.

Unit requirements represent the number of rated officers needed to carry out operational, training, and management activities for programmed units. Each such authorized position (that is, military space or billet) requires a rated officer as an incumbent in order to carry out the functions of the job, either because the job involves flying duties (i.e., "operational flying" positions as defined for purposes of the Aviation Career Incentive Act of 1974) or requires flying experience. Other positions that may be occupied by rated officers for career broadening or similar purposes, but that do not require rated officer incumbents for accomplishing the duties, are not included. Unit requirements have three subcomponents: force, training, and supervision.

Force requirements are the positions required to man and operate the Services' force aircraft. The number of force positions is a product of established crew ratios, or the number of crews per aircraft, which in turn take into account workload (flying hour) and readiness factors and the amount of mission flying and unit flight training that is necessary.



Training positions include the flyers who are conducting formal flight training.

The supervision component is made up of officer positions entailing actual supervision of flying and flight-related activities and the performance of staff jobs which require the expertise of a rated officer. These positions are continuously scrutinized by the services to assure that rated requirements are valid.

Individual requirements include the transients, students and other individuals needed to make it possible to provide for reasonable manning of positions in units.

#### Rated Officer Inventory Projections

Projecting rated officer inventories into the future must be based on historical experience, current judgment, and an appraisal of how the officers will react to conditions in the future (for example: pay, morale, state of the civilian economy, civilian airline hiring plans, and family satisfaction with service life). These estimates are projected for at least five years in the future. Comparisons of total force inventories of rated officers are then made against the computed total force requirements, and training rates for the entire five-year period are adjusted. This process is repeated each year so that adjustments can be made in training rates based on changes in requirements and/or updated inventory projections. This continuing process of adjustment is necessary to insure that the correct number of trained rated officers will be available in the future without large and expensive fluctuations in training rates.

#### Training Rate Adjustments

When a comparison of requirements and inventories discloses a shortage or overage of projected rated officers, training rates are adjusted upward or downward in order to bring the program back into balance. For example, if projected FY 1994 pilot requirements exceed projected inventories by 1,000, an increase in training rates (that is, output or production) of pilots of 200 per year starting in FY 1990 may be appropriate. Inputs into the training program would start in FY 1989 in order to obtain the first increase in desired output in FY 1990. This reevaluation process is repeated at least once each year, with adjustments made as necessary to avoid wide fluctuations in loads.

### Determination of Training Loads

The process described above, through continuous updating of the comparison between projected rated officer requirements and inventories, leads to a requirement for phased output from the flight training establishment. The desired annual output, considering the anticipated attrition rates and the planned course lengths, as discussed in the preceding sections on the various types of flight training, establishes the size of the input necessary to achieve the target output. Training loads are then calculated, using these factors, to determine the average number of students to be on hand during the training year. For FY 1989, the currently recommended loads are those displayed previously in this chapter.

## VII

### PROFESSIONAL DEVELOPMENT EDUCATION

#### General Description

The purpose of Professional Development Education is to provide training and education to career military personnel to prepare them to perform the increasingly complex tasks that become their responsibilities as they progress in their military careers. Where Specialized Skill Training is directed toward specific job skills, Professional Development Education is concerned with broader professional development goals in such subjects as leadership and management, military science, engineering, and medicine. Professional Development Education is conducted at both military and civilian institutions. This category includes senior enlisted leadership training in recognition of the broad professional content of these courses, as opposed to the narrower skill-oriented training typical of most enlisted training programs. However, most of the programs in this category are for professional development of the officers.

Training loads for FY 1980-1990 are as shown in Table VII-1.

Table VII-1.--Professional Development Education Training Loads, FY 1980-1990

<u>Service</u> <u>Component</u>	<u>FY 80</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Army</u>									
Active	2,402	2,797	2,997	3,710	3,410	3,767	4,539	4,579	4,503
Reserve	56	47	89	76	101	95	104	100	100
Natl Guard	53	52	57	62	66	59	77	73	73
<u>Navy</u>									
Active	1,582	1,727	1,847	3,042	2,060	2,195	2,249	2,286	2,344
Reserve	10	25	37	50	61	67	68	68	68
<u>Marine Corps</u>									
Active	647	696	782	838	847	917	939	959	960
Reserve	14	30	19	27	35	24	29	30	30
<u>Air Force</u>									
Active	3,191	3,995	4,234	5,028	3,904	3,602	3,745	3,745	3,714
Reserve	44	81	68	44	47	44	52	54	54
Natl Guard	38	38	41	41	46	49	46	46	46
<u>DoD</u>									
Active	7,822	9,215	9,860	12,618	10,221	10,481	11,472	11,569	11,521
Res/Gd Total	215	273	311	300	356	338	376	371	371
DoD Total	8,037	9,488	10,171	12,918	10,577	10,819	11,848	11,940	11,892

The total loads in the table show a considerable disparity among the Services in amounts of Professional Development Education. These disparities are more apparent than real, and are related mainly to somewhat different ways of categorizing Service education/Specialized Skill Training programs.

The first three subcategories of Professional Development Education are officer professional military development programs. These programs are at three levels: career, intermediate, and senior.

Education in the military is fundamental to the development of military officers enabling them to become fully qualified to perform duties of high responsibility in both war and peace. In most non-military professions, growth in ability and knowledge is gained through experience. In the military, opportunities for full practice of the profession are limited to wartime, and even those officers with combat experience have not had the opportunity for thorough exercise of warfare decision skills at their current rank and responsibility. The military school system serves partially to fill this shortfall by educating military officers in the skills and knowledge needed to perform their duties in a variety of locales and situations, both in peacetime and wartime.

To accommodate an increased force structure in the Reserve Components, more professional development training is required for mid-career officers and enlisted personnel in the Reserve and National Guard. The Reserve Components account for 7 percent of career, intermediate, and senior levels of Professional Development Education, and 7 percent of Enlisted Leadership Training in FY 1989.

In addition to the regular courses for active force officers, most schools in this category present nonresident courses and short seminars. Large numbers of Reserve Component officers and other military students are provided instruction through correspondence courses.

#### Career Officer Professional Schools

The Marine Corps and Air Force conduct career officer professional courses for officers with some experience in operational units. These courses are Service-wide in scope and are, therefore, carried in this report under Professional Development Education. The Army and Navy conduct courses that are at a similar level, but are oriented toward specific skills (e.g., the Navy's Surface Warfare Officers Course) or somewhat broader skills within a specific part of the Service (e.g., the Army's Armor Officer Advanced Course). The Army and Navy courses, because of their specialization, are treated in this report as part of Specialized Skill Training.

The Marine Corps Amphibious Warfare School prepares officers in the grade of captain for duties in battalion or squadron command or on regimental-level staffs. The course length is 39 weeks. The Air Force Squadron Officer School is an 8-week course designed to prepare selected captains, after completion of some active service experience, for command and staff duties appropriate to their grade.

The training load data for FY 1987-1989 associated with these Marine and Air Force courses are displayed in the Table VII-2.

Table VII-2.--Training Inputs, Outputs, and Loads, Career Officer Professional Schools, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Marine Corps</u>					
Active	167	182	244	244	184
Reserve	7	8	220	220	8
<u>Air Force</u>					
Active	634	634	3,868	3,868	634
Reserve	2	2	10	10	2
Natl Guard	4	4	26	26	4
<u>DoD</u>					
Active	801	816	4,112	4,112	818
Gd/Res Total	<u>13</u>	<u>14</u>	<u>256</u>	<u>256</u>	<u>14</u>
DoD Total	814	830	4,368	4,368	832

#### Intermediate Service Schools

Each of the Services maintains a Command and Staff College. In addition, the Navy is executive agent for the Armed Forces Staff College, a joint institution sponsored by the Joint Chiefs of Staff with students from all Services. While there are differences in approach and curriculum based on the requirements of the parent Service, each of the courses is designed to prepare officers for command and staff duties in all echelons of their parent Services and in joint or allied commands. A relatively small number of officers from each Service attends one of the Command and Staff Colleges of the other Services; a few attend Allied schools at the same level. Attendance at the Intermediate Service Schools is on a selective basis. The following table lists the Command and Staff Colleges and their respective course lengths.

Table VII-3.--Intermediate Service Schools

<u>Schools</u>	<u>Location</u>	<u>Course Length (Weeks)</u>
Armed Forces Staff College	Norfolk, VA	22
Army Command and General Staff College	Fort Leavenworth, KA	42
College of Naval Command and Staff	Newport, RI	46
Marine Corps Command and Staff College	Quantico, VA	43
Air Command And Staff College	Montgomery, AL	43

Another school categorized as an Intermediate Service School for purposes of this report is the Defense Systems Management College at Fort Belvoir, Virginia. This is a joint school that conducts a primary 20-week course in program management concepts and methods with the major purpose of preparing selected military officers and DoD civilian personnel for assignments in program or project management.

Load data for military personnel attending Intermediate Service Schools is shown in the following table.

Table VII-4. Training Inputs, Outputs, and Loads, Intermediate Service Schools, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	692	833	2,133	2,125	841
Reserve	36	40	464	462	39
Natl Guard	29	35	286	285	34
<u>Navy</u>					
Active	292	297	5,151	5,145	297
Reserve	56	57	4,582	4,582	57
<u>Marine Corps</u>					
Active	199	182	265	265	195
Reserve	10	11	259	259	11
<u>Air Force</u>					
Active	336	337	409	409	335
Reserve	9	13	156	156	15
Natl Guard	13	13	156	156	15
<u>DoD</u>					
Active	1,519	1,649	7,958	7,944	1,668
Gd/Res Total	<u>153</u>	<u>169</u>	<u>5,903</u>	<u>5,900</u>	<u>171</u>
DoD Total	1,672	1,818	13,861	13,844	1,839

### Senior Service Colleges

Each of the Military Departments maintains a Senior Service School, or "War College." In addition, there is the National Defense University, consisting of two joint Senior Service Schools, The National War College and the Industrial College of the Armed Forces, which are attended by students from all four Services. Senior Service College attendance is on a highly selective basis; students are chosen by Service selection boards from among the most promising officers in the lieutenant colonel/colonel, commander/captain grades.

The common purpose of these Senior Service Colleges is to prepare students for senior command and staff positions at the highest levels in the national security establishment and the allied command structure. The unifying focus is the study of national goals and national security policy. Each of the Service colleges, while concentrating on the employment of the parent Service in the defense mission, also includes the study of the employment of the forces of other Services.

All of the colleges integrate the study of economic, scientific, political, sociological, and other factors into the consideration of national security problems. The Industrial College, in its approach to national security problems, emphasizes the use and management of national resources. The length of the principal courses at the Senior Service Colleges is ten months. Most colleges also conduct shorter special-purpose seminar-type courses, some particularly designed for Reserve Component officers. Use of these short courses is greatest in the Navy.

Load data for the Senior Service Colleges are shown in the following table.



Table VII-5.--Training Inputs, Outputs, and Loads, Senior  
Service Colleges, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	344	378	1,235	1,235	377
Reserve	21	21	206	206	21
Natl Guard	16	19	134	134	19
<u>Navy</u>					
Active	97	99	581	581	99
Reserve	7	7	271	271	7
<u>Marine Corps</u>					
Active	53	55	77	77	56
Reserve	2	4	96	96	4
<u>Air Force</u>					
Active	124	129	157	157	129
Reserve	6	8	84	84	8
Natl Guard	7	8	83	83	8
<u>DoD</u>					
Active	618	661	2,050	2,050	661
Gd/Res Total	<u>59</u>	<u>67</u>	<u>874</u>	<u>874</u>	<u>67</u>
DoD Total	677	728	2,924	2,924	728

Enlisted Leadership Training

The courses included in this category are designed to provide selected senior enlisted personnel the skills and knowledge needed to assume the responsibilities of the highest noncommissioned officer grades. These courses are the culmination of formal enlisted training and are, for enlisted personnel, analogous to the officer courses discussed in the preceding sections. In addition to such subjects as methods of leadership, human relations, discipline and training, and the administration and employment of military organizations, the senior non-commissioned officers, in these higher-level schools, are given a broader perspective of the role and functions of their Services. Schools, locations and course lengths are shown in Table VII-6.

Table VII-6.--Enlisted Leadership Training Courses

<u>Schools</u>	<u>Location</u>	<u>Course Length (Weeks)</u>
Army: Sergeants Major Academy	Fort Bliss, TX	22
Navy: Senior Enlisted Academy	Newport, R.I.	9
Marine Corps: Staff NCO Academy (Career Course)	Quantico, VA	6
	Camp Lejeune, NC	6
	El Toro, CA	6
(Advanced Course)	Quantico, VA	10
Air Force: Senior NCO Academy	Gunter AFB, AL	8
NCO Leadership	58 Worldwide	4
NCO Academy	18 Worldwide	5

Other enlisted leadership training for more junior noncommissioned officers is carried in Specialized Skill Training. This includes command-sponsored NCO academies, for example. This training tends to be more skill related for specific types of specialized leadership responsibilities. The senior enlisted leadership training carried in this chapter is more properly thought of as Professional Development Education in a broader sense. All four Military Services now sponsor Senior Enlisted Leadership Academies. In addition the Air National Guard conducts Professional Military Education courses at McGhee Tyson Air Base, Knoxville, TN. These courses include Leadership School, NCO Academy, Academy of Military Science, and Professional Continuing Education. Army National Guard NCO's are trained in the Reserve Component Noncommissioned Officers Education System (RCNCOES), attending courses at the appropriate level of training at State Military Academies or National Guard Bureau Regional NCO Schools.

Training loads for enlisted leadership training for FY 1987-1989 are shown in Table VII-7.

Table VII-7.--Training Inputs, Outputs, and Loads, Enlisted Leadership Training, FY 1987-1989

<u>Service</u> <u>Component</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	200	338	773	762	338
Reserve	7	18	35	34	15
Natl Guard	9	20	40	39	17
<u>Navy</u>					
Active	46	46	265	265	46
Reserve	2	2	10	10	2
<u>Marine Corps</u>					
Active	222	226	1,836	1,776	228
Reserve	5	6	178	178	7
<u>Air Force</u>					
Active	184	187	1,175	1,175	187
Reserve	3	3	20	20	3
Natl Guard	5	5	30	30	5
<u>DoD</u>					
Active	652	797	4,049	3,978	799
Gd/Res Total	<u>31</u>	<u>54</u>	<u>313</u>	<u>311</u>	<u>49</u>
DoD Total	683	851	4,362	4,289	848

Graduate Education Fully Funded, Full Time

The Department of Defense needs military officers with specialized advanced knowledge, at a level attainable only through graduate education, to perform effectively in certain military jobs. The purpose of the graduate education program in each of the Services is to provide graduate-level education in required disciplines to the numbers of officers required to maintain an inventory of officers qualified to fill these jobs. Under the program described in this section, military officers undergo graduate education on a full time, fully funded basis. An active service payback obligation of three years for the first year of schooling and one year for each year after the first is required of all officers entering the program, up to a maximum set by the Services. (The Funded Legal Education program established by 10 USC 2004)

The following table displays training load data for these graduate education programs. All participants are members of the Active Forces.

Table VII-8.--Training Inputs, Outputs, and Loads, Graduate Education  
Fully Funded, Full Time, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	926	973	553	553	976
<u>Navy</u>					
Active	1,365	1,367	747	723	1,393
<u>Marine Corps</u>					
Active	156	165	89	88	166
<u>Air Force</u>					
Active	<u>1,285</u>	<u>1,274</u>	<u>741</u>	<u>768</u>	<u>1,228</u>
DoD Total	3,732	3,779	2,130	2,132	3,763

Officer graduate students attend either a civilian educational institution or one of the two Service institutions, the Naval Postgraduate School or the Air Force Institute of Technology, depending upon where the required education can best be obtained. Curricula in the two service institutions emphasize military-unique courses, such as in logistics management or intelligence operations, and military applications in all other courses. While these schools are primarily used by the parent Services (including Marine Corps use of the Naval Postgraduate School), they also educate some students from other Services. The following table displays student loads for these two schools.

Table VII-9.--Graduate Education Loads at Service Institutions,  
FY 1987-1989

	<u>Naval Postgraduate</u>			<u>Air Force Institute</u>		
	<u>School</u>			<u>of Technology</u>		
	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>
	<u>Load</u>	<u>Load</u>	<u>Load</u>	<u>Load</u>	<u>Load</u>	<u>Load</u>
Army	160	178	178	40	32	32
Navy	1,449	1,527	1,546	4	5	8
Marine Corps	124	131	132	3	4	4
Air Force	<u>71</u>	<u>79</u>	<u>71</u>	<u>1,302</u>	<u>1,277</u>	<u>1,232</u>
Total DoD	1,804	1,915	1,927	1,349	1,318	1,276

Requirements for graduate-educated officers depend upon the number of "validated billets," that is, military positions that have been determined to require an incumbent with graduate-level education in the applicable academic discipline. Each Service has established a system, ordinarily culminating in a board of senior officials in the Service headquarters, which examines the duty prerequisites for each billet nominated for validation and determines if the job does, in fact, require an officer with an advanced degree. Requirements for graduate legal education are determined separately.

#### Other Full Time Education Programs

In addition to the Professional Development Education programs already described there are a variety of other full time programs tailored to meet the particular needs of the Services. (Health Professions Education programs are discussed in a separate section at the end of this chapter).

Several programs have been designed to permit selected individuals an opportunity to work toward associate, baccalaureate, or advanced degrees. These programs benefit the Services in several important ways: they increase the technical qualifications of the individuals in the program; they improve the general educational levels of Service personnel; and they provide career retention and recruiting incentives to outstanding personnel. In addition, to the extent possible, personnel in advanced education programs are later used to satisfy validated requirements and hence reduce the required student load in graduate education for validated billets.

The degree-completion programs are managed by the individual Military Departments and each has its own selection criteria. However, in general individuals are not selected for a program unless the education will enhance their professional development and be of use to the Military Department. All of the programs require an active Service payback from the individual.

Short-course education provides the Military Services with needed skills in a wide variety of scientific, administrative, and other fields. These programs are selected to train personnel in job-oriented skills that can best be acquired through abbreviated courses. Accounting, traffic management, and aviation safety are examples of skills involved. Some of this included training is conducted in DoD schools, the remainder in civilian institutions.

The following table displays load data for this category.

Table VII-10.--Training Inputs, Outputs, and Loads, Other Full Time Education Programs, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
<u>Component</u>	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>					
Active	492	759	2,511	2,511	877
<u>Navy</u>					
Active	118	123	755	730	129
Reserve	2	2	36	36	2
<u>Marine Corps</u>					
Active	120	129	87	83	130
<u>Air Force</u>					
Active	555	657	10,984	11,001	664
Reserve	24	26	562	562	26
Natl Guard	20	16	321	321	14
<u>DoD</u>					
Active	1,285	1,668	14,337	14,325	1,800
Gd/Res Total	<u>46</u>	<u>44</u>	<u>919</u>	<u>919</u>	<u>42</u>
DoD Total	1,331	1,712	15,256	15,244	1,842

### Health Professions Education

This subcategory is made up of a wide variety of courses for personnel of all health professions -- physicians, dentists, nurses, medical administrators, and so forth. The majority of the courses offered are conducted in military facilities and vary in length from a few days to a full year. Some training is conducted at civilian medical institutions and in the case of the Army, includes some advanced degree programs. The purpose of Health Professions Education is to expand the skills of military medical personnel and to provide them timely information on the latest techniques in their fields. In this category, the Navy provides long-term training. The Army and Air Force rely on short courses. Educational programs connected with the acquisition of health professionals is carried in this report under Officer Acquisition Training.

The following table shows load data for Health Professions Education.

Table VII-11.--Training Inputs, Outputs, and Loads, Health Professions Education, FY 1987-1989

<u>Service</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>		
	<u>Load</u>	<u>Load</u>	<u>Input</u>	<u>Output</u>	<u>Load</u>
<u>Army</u>	1,149	1,286	17,602	17,602	1,198
<u>Navy</u>	277	317	255	243	322
<u>Air Force</u>	484	527	2,187	2,176	568
<u>DoD Total</u>	2,910	2,130	20,044	20,021	2,088

## VIII

### TRAINING MANPOWER

#### General Description

Manpower associated with the individual training mission in the Department of Defense can be divided into two parts: first, the trainees and students being trained, and second, the military and civilian manpower that conducts and supports the training. These two classes of manpower are discussed and explained in this chapter.

#### Trainees and Students

Manpower undergoing training in the Defense training establishment is defined and quantified in three different ways, each of which serves a somewhat different purpose with regard to manpower accounting and resource allocation.

1. Training Loads. These are the "military training student loads" which are detailed in Chapters III through VII of this report -- the average number of military trainees, students, and cadets of each Service and component in training during a given fiscal year, which is subject to annual congressional authorization. Training loads include all military manpower of a given Service or component who are undergoing individual training, regardless of whether the training is conducted by the parent Service, one of the other Services, a DoD school, or by an agency or institution outside the Department of Defense, such as a civilian college or university. Training loads also include all military personnel in training regardless of their assignment. This includes students assigned to the training activity, either as a permanent assignment or as a temporary duty (TDY) or temporary additional duty (TAD) assignment while remaining assigned to their parent units, still others are attending while in transit from one permanent assignment to another.

Since training loads are an annual average and most courses are much shorter than a year in length, the actual number of students and trainees who enter training, and the number who graduate, is considerably greater than the training load. For example, the total programmed training load for Recruit Training in FY 1989 is about 52,000, yet about 336,000 persons are to enter Recruit Training and about 300,000 are to graduate.

2. Training Workloads. The total number of trainees and students undergoing training within DoD includes some trainees and students of foreign nations, DoD civilian employees, and members of other departments and agencies of the U.S. Government, notably the Coast Guard. In addition, many U.S. military students and trainees are trained by a Service other



than their own. Consequently, the average number of students being trained by a given Service, or its training workload, usually differs from its training load. For example, the Marine Corps has a programmed Flight Training load of 536 in FY 1989; however, since the training is conducted by other Services, its Flight Training workload is zero. On the other hand, because the Navy trains many personnel from other Services and Coast Guard, foreign students as well as most of its own students, the Navy's Specialized Skill Training workload is higher than its training load.

Since training workload, in conjunction with other applicable considerations, is the major determinant of the resources (manpower, funds, materiel and facilities) required to conduct training, it, rather than training load, is appropriately used in considering the allocation of resources to a Service or a training activity. Table VIII-1 displays the programmed training workloads for each of the Services in FY 1989.

TABLE VIII-1.--Training Workloads, FY 1989 a/  
(Thousands)

Category	Army	Navy	Marine Corps	Air Force	DoD
Recruit	21.5	15.6	8.4	7.3	52.8
Officer Acquisition	6.0	5.5	.6	5.3	17.4
Specialized Skill	73.6	54.9	7.1	25.3	160.9
Flight	1.9	2.8	0	3.5	8.2
Professional Development Education	2.6	3.4	.6	2.4	9.0
One-Station Unit Training	<u>15.3</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>15.3</u>
Total	120.9	82.2	16.7	43.8	263.6

a/May not add to totals due to rounding.

3. Students, Trainees, and Cadets. In the Individuals accounts of the Defense Manpower Requirements Report, military manpower is included for each Service as "Trainees and Students" and (except for the Marine Corps) "Cadets". Conceptually, this manpower represents the number of military trainees, students, cadets and midshipmen programmed to be assigned (PCS as opposed to TDY/TAD) for training on the last day of a given fiscal year. Student, trainee, and cadet manpower is similar to training load in that both represent military members of the reporting Service in training status. Nevertheless, there are substantial differences in the way the amount of manpower in these two manpower aggregations is calculated, with the result that the totals are seldom the same. The major reasons for these differences are:

- Training loads are many years in training status, as has been mentioned, whereas trainees, students, and cadets are end strengths, or

numbers in training on the last day of the fiscal year. Trainee, student, and cadet numbers are thus affected by the seasonality of enlistment patterns, as described in Chapter III, while the element of seasonality is evened out in training loads.

- Training loads include students attending training in a temporary duty (TDY or TAD) status as well as those attending en route training in a PCS status. In the Defense Manpower Requirements Report TDY and TAD students are carried in the categories of their parent units.

Training loads are a more accurate measure of the amount of training that is needed to meet military requirements than are the categorizations "trainees," "students," and "cadets."

#### Manpower in Support of Training

Military and civilian manpower is required to accomplish the individual training mission. This manpower conducts and supports instruction, operates training bases and facilities, maintains training equipment, produces training aids, provides personal and community services to students, trainees, and other military members, plans and manages training, and performs all the other tasks necessary to conduct and support individual training conducted in training institutions.

ROTC students are not military members in an active duty status and are not included in military manpower training loads. However, ROTC Basic Camp loads are included in the Army Recruit training loads. To be consistent with this treatment of ROTC students, manpower supporting ROTC programs is not included in Tables VIII-2 through VIII-5.

The following tables summarize manpower in support of training by the general functions, Conduct of Individual Training, Training Base Operating Support, and Management Headquarters. Conduct of Individual Training includes the following types of manpower: instructors, instructional support, school/training center staffs, student supervisors and direct training support such as training aids and literature, audiovisual resources, and instructional systems development.

TABLE VIII-2.--DoD Manpower in Support of Training.  
Conduct of Individual Training Function  
(End Strengths, Thousands)

	<u>FY 87</u>		<u>FY 88</u>		<u>FY89</u>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
Army	42.7	13.1	38.7	11.8	38.1	11.6
Navy	30.0	3.2	29.0	3.4	27.9	3.2
Marine Corps	9.1	0.3	8.9	0.3	8.8	0.3
<u>Air Force</u>	<u>21.3</u>	<u>8.3</u>	<u>19.0</u>	<u>7.0</u>	<u>18.7</u>	<u>7.0</u>
DoD Total	103.1	24.9	95.7	22.5	93.5	22.1

TABLE VIII-3.--DoD Manpower in Support of Training.  
Base Operating Support Function  
 (End Strengths, Thousands)

	<u>FY 87</u>		<u>FY 88</u>		<u>FY 89</u>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
Army	9.8	22.5	8.1	21.1	7.9	20.7
Navy	6.8	7.1	7.3	7.1	6.7	7.0
Marine Corps	3.0	2.0	3.1	2.2	3.1	2.1
<u>Air Force</u>	<u>10.3</u>	<u>6.5</u>	<u>9.9</u>	<u>7.4</u>	<u>9.9</u>	<u>7.3</u>
DoD Total	29.9	38.1	28.4	37.8	27.6	37.1

TABLE VIII-4.--DoD Manpower in Support of Training, Management  
Headquarters Function  
 (End Strengths, Thousands)

	<u>FY 87</u>		<u>FY 88</u>		<u>FY 89</u>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
Army	0.5	0.8	0.5	0.8	0.5	0.7
Navy	0.3	0.2	0.3	0.2	0.3	0.2
Marine Corps	*	-	*	-	*	-
<u>Air Force</u>	<u>0.9</u>	<u>0.5</u>	<u>0.8</u>	<u>0.4</u>	<u>0.8</u>	<u>0.5</u>
DoD Total	1.7	1.5	1.6	1.4	1.6	1.4

\*Less than 50.

TABLE VIII-5.--DoD Manpower in Support of Training, All Functions  
 (End Strengths, Thousands)

	<u>FY 87</u>		<u>FY 88</u>		<u>FY 89</u>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
Army	53.0	36.4	47.3	33.7	46.5	33.0
Navy	37.1	10.5	36.5	10.7	34.9	10.4
Marine Corps	12.1	2.3	12.0	2.5	11.9	2.4
<u>Air Force</u>	<u>32.5</u>	<u>15.4</u>	<u>29.8</u>	<u>14.9</u>	<u>29.4</u>	<u>14.8</u>
DoD Total	134.7	64.6	125.6	61.8	122.7	60.6

The Service estimates of training attributable manpower include some staff and support manpower that do not contribute to the production of student output and loads but are reported as training resources in the Five Year Defense Program (FYDP) because they belong to organizations with a primary mission of training. The majority of the non-training attributable manpower is for Base Operating Support (BOS) given to non-training tenant activities at training installations.

Table VIII-6 shows changes in total military and civilian manpower in support of training between FY 1980 and FY 1989.

TABLE VIII-6.--Trends, Manpower in Support of Training.  
DoD Total, By General Function, FY 1980-1989 a/

(End Strengths, Thousands)

	<u>FY 80</u>			<u>FY 84</u>			<u>FY 89</u>			<u>Percent Change</u>	
	<u>Mil</u>	<u>Civ</u>	<u>TOT</u>	<u>Mil</u>	<u>Civ</u>	<u>TOT</u>	<u>Mil</u>	<u>Civ</u>	<u>TOT</u>	<u>Total Manpower:</u>	
										<u>FY 80-89</u>	<u>FY 84-89</u>
Conduct of Individual Training	90	24	114	101	22	123	94	22	116	+ 1.8%	-5.7%
Base Operating Support	32	37	69	33	41	74	27	37	64	- 7.3%	-13.5%
Management Headquarters	<u>2</u>	<u>2</u>	<u>4</u>	<u>2</u>	<u>2</u>	<u>4</u>	<u>2</u>	<u>2</u>	<u>4</u>	<u>0.0%</u>	<u>0.0%</u>
TOTAL	124	63	187	136	65	201	123	61	183	-2.1%	-8.9%

a/ May not add to totals due to rounding

As Table VIII-6 shows, the total military and civilian manpower in support of training has decreased 8.9 percent between FY 1984 and 1989. The decrease occurred in all areas supporting training.

As shown in Tables VIII-7 and VIII-8, training workloads will be about 9.1 percent higher in FY 1989 than in FY 1984; considered with the significant decrease in the level of total manpower in support of training, this implies an increase in manpower productivity.

TABLE VIII-7.--Trends, Training Workloads, FY 1980-1989 a/  
 (Thousands)

	<u>FY 80</u>	<u>FY 84</u>	<u>FY 89</u>	<u>Percent Change</u>	
				<u>FY 80-89</u>	<u>FY 84-89</u>
Army	105	99	121	+15.2%	+22.2%
Navy	70	80	82	+17.1%	+ 2.5%
Marine Corps	18	18	17	- 5.6%	- 5.6%
Air Force	<u>46</u>	<u>45</u>	<u>44</u>	<u>- 4.3%</u>	<u>- 2.2%</u>
DoD Total	239	242	264	+10.5%	+ 9.1%

a/ May not add to totals due to rounding.

TABLE VIII-8.--Trends, Training Manpower and Training Workloads,  
FY 1980-1989  
 (Thousands)

	<u>FY 80</u>	<u>FY 84</u>	<u>FY 89</u>	<u>Percent Change</u>	
				<u>FY 80-89</u>	<u>FY 84-89</u>
Manpower in Support of Training	187	201	183	- 2.1%	- 8.9%
Training Workloads	239	242	264	+10.5%	+ 9.1%

### Training Manpower Detailed by Service and Type of Training

Table VIII-9 shows the manpower required to support FY 1989 training workloads by Service and training activity.

As was noted early in this chapter, training workloads, in conjunction with other factors, are the determinants of the resources required to conduct training. The workload/resource relationship is not a simple one, but depends upon the nature of training and training support involved. For example, Flight Training normally requires a great deal of support manpower for aircraft maintenance; weapons training requires close instructor supervision for safety considerations.

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TABLE VIII-9.--Training Manpower by  
Service and Type of Training, FY 1989  
(Thousands)

#### Training Activity

	<u>Army</u>		<u>Navy</u>		<u>Marine Corps</u>		<u>Air Force</u>		<u>DoD</u>	
	<u>Mil</u>	<u>Civ</u>	<u>Mil</u>	<u>Civ</u>	<u>Mil</u>	<u>Civ</u>	<u>Mil</u>	<u>Civ</u>	<u>Mil</u>	<u>Civ</u>
Recruit Officer	4.1	0.1	1.7	.0	2.4	.0	0.6	.0	8.8	0.1
Acquisition	0.9	0.9	0.9	1.0	0.3	.0	1.1	0.7	3.2	2.6
Specialized Skill	14.7	4.4	18.6	0.8	5.5	0.2	8.2	2.3	47.0	7.7
Flight	1.4	0.4	5.6	0.3	0.3	0.0	5.5	0.9	12.8	1.6
Professional Development	0.7	0.8	0.5	.9	0.2	0.1	1.1	0.4	2.5	2.2
One-Station Unit Training	7.3	0.7	-	-	-	-	-	-	7.3	0.7
Medical Training	1.8	0.6	0.6	0.0	-	-	0.7	0.1	3.1	0.7
Direct Training Support	7.2	3.7	0.1	0.1	0.1	*	1.5	2.6	8.9	6.4
Base Operating Support	7.9	20.7	6.6	7.1	3.1	2.1	9.9	7.3	27.5	37.2
Management Headquarters	<u>0.5</u>	<u>0.7</u>	<u>0.3</u>	<u>0.2</u>	<u>*</u>	<u>-</u>	<u>0.8</u>	<u>0.5</u>	<u>1.6</u>	<u>1.4</u>
TOTAL <sup>a/</sup>	46.5	33.0	34.9	10.4	11.9	2.4	29.4	14.8	122.7	60.6

a/ The Service estimates of training attributable manpower include some staff and support manpower that does not contribute directly to the production of student output and loads but are reported as training resources in the Five Year Defense Program (FYDP) because they belong to larger organizations with a primary training mission.

\*Less than 50.

Manpower data in the six categories of training (i.e., Recruit through One-Station Unit Training) includes instructors, school/ training center staffs and student supervisors. Direct training support includes such tasks as training aids and literature, audiovisual resources, and instructional systems development.

The Services have estimated for FY 1989 how much of the manpower reported in Program 8 of the FYDP is not attributable to individual training and how much non-Program 8 manpower supports individual training. Within Program 8, the Army reported that 8,108 military and 11,763 civilian personnel who support training-related activities other than individual, institutional training could be subtracted from their totals in Table VIII-9 to provide a more representative estimate of their manpower dedicated to accomplishing their FY 1989 workload. The Navy reported adjustments that would subtract 52 military and 15 civilians from their manpower attributable to individual training. The Marine Corps reported adjustments that would add 1,280 military and subtract 522 civilians from their totals. The Air Force reported adjustments that would subtract 5,407 military and 765 civilians from their totals.

## IX

### TRAINING MANAGEMENT AND FUNDING

#### General Description

Chapters III through VII of this report describe and explain the military training student loads requested to be authorized for each military component. These student loads represent patterns and levels of training effort which require manpower and other resources. The purpose of this chapter is to describe and explain the resources (other than manpower, which is discussed in Chapter VIII), funding and costs associated with the conduct of individual training.

In considering training resources, it is important to distinguish between the training loads required by a Service but conducted in part outside the Service, and the workloads representing training conducted by the Service. As discussed in the previous chapter, the workloads, which represent training conducted by a Service, are the basis for resource requirements (manpower, materiel, facilities, and funds) needed to conduct and support the training that the Service executes.

#### Management of Individual Training

Detailed management of individual training is carried out by the four Military Services. Each of the Services, except the Marine Corps, has a training commander immediately subordinate to the Service chief who is responsible for most of the individual training conducted within that Service. Some training is managed directly by the Service headquarters. However, the most prevalent pattern of control is through a training command headquarters that manages most Service military schools, training centers, and other training facilities.

#### Staff Responsibilities

Within the Office of the Secretary of Defense, staff responsibility for individual training and education policies rests with the Assistant Secretary of Defense (Force Management and Personnel), with a strong influence over the allocation and use of resources being exercised by the Assistant Secretary of Defense (Comptroller). The staffs of these two offices work closely together in the staff supervision of DoD individual training and education. Other OSD offices, such as Health Affairs, Reserve Affairs, and Command, Control and Communications Intelligence (C3I), participate as appropriate. The OSD role is generally one of policy formulation, allocation of resources, overview of Service training programs, and coordination among the Services.

Within each Service headquarters, a principal staff officer has responsibility for individual training. Other staff members may have primary responsibility for certain types of training, as, for example, a Service Surgeon General for professional medical training. Other staff members have collateral responsibilities for the allocation of manpower and funds to the training function.

Primary responsibility on the Army staff for individual training rests with the Deputy Chief of Staff for Operations and Plans and his subordinate, the Director of Training. Within the Navy, the principal staff officer is the Deputy Chief of Naval Operations for Manpower, Personnel, and Training. The Marine Corps manages training through the Director, Training and Education Center. Commanders of the separate major subordinate training activities report directly to the Commandant of the Marine Corps, dealing with the headquarters training staff. Within the Air Force, the Director of Personnel Programs, under the Deputy Chief of Staff for Personnel, has staff responsibility for individual training.

#### Training Commands

The Army, Navy, and Air Force each has a command headquarters that manages most of the individual training conducted by that Service.

The Army's principal training command headquarters is Headquarters, Training and Doctrine Command (TRADOC), located at Fort Monroe, Virginia. TRADOC's control is exercised through training installation and school commanders throughout the United States.

The Chief of Naval Education and Training, headquartered at Pensacola, Florida, exercises control, through subordinate functional commanders, of education and training conducted in training centers, schools, and programs throughout the Navy.

For the Air Force, Headquarters, Air Training Command, at Randolph Air Force Base, Texas, directly controls individual training centers and units.

The Service-wide training commands are not responsible for all individual training and education conducted. As already noted, the Surgeons General are responsible for most health professional and medical technical training. Other examples include the Service Academies, which are under the direct supervision of the respective Service Chiefs.

The Service Training Command Chiefs and the Marine Corps Deputy Chief of Staff for Training are also the senior members of the Inter-service Training Review Organization (ITRO). ITRO was formed in 1972 to facilitate cooperative training efforts among the Services. The committees and working groups of the Organization perform the detailed analysis which becomes the basis for decisions on the feasibility of consolidation of training courses or other cooperative arrangements. A listing of major joint training efforts is provided in Appendix B.



### Training Facilities

Appendix C lists the principal individual training facilities of the four Services for each of the major categories of training. Projected average training workloads and training support manpower for FY 1989 are also shown for each facility listed.

### Training Funding and Costs

The training costs addressed in this section include funding in the President's Budget for Fiscal Year 1989 requested for individual military training and education. Depreciation costs of training facilities and equipment are not included, although training investment costs estimated for FY 1989, such as procurement and construction costs, are included. The report uses the data in the DoD's Five Year Defense Program (FYDP) as the basis for all estimates of the manpower and funds devoted to training and education.

The costs in this chapter include funding for military pay and allowances for both PCS and TDY/TAD students, pay and allowances of military and civilian personnel in support of training, training-related PCS costs, base operating costs in support of training, training-related operations and maintenance costs (including civilian support personnel pay and allowances), training investment costs for construction and procurement, and overhead costs for training administration and command. Certain costs for activities that are organic parts of training organizations but that support non-training missions (such as Base Operating Support for non-training activities on training bases) are also included in the costs shown in the tables in this chapter to provide comparability with the Five Year Defense Program and the President's Budget.

For a given Service, the requirement for funding for training arises from two factors: first, the need to fund the pay and allowances of its own military training student loads, regardless of where or by whom the students are trained; and, second, the need to provide for the level of individual training and education effort necessary to meet the Service's commitments to accomplish training for its own and other students.

For comparability, the funding requests associated with ROTC and other non-load training programs are deleted from the following tables. Hence the tables report FY 1989 funding estimates related to the requested FY 1989 training loads.

Special caution should be exercised in using these costs for comparisons among Services. Differences in missions among the Services, differing operating and training conditions, and differences in the mix of Service training programs, degrade the soundness of comparisons based on aggregated data such as these.

Table IX-1 shows funding of individual training for the Army for FY 1987 through FY 1989.

TABLE IX-1--Funding of Individual Training a/  
for the Army by Type of Training and Fiscal Year  
(\$ Millions)

	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>
Recruit	\$ 352.8	\$ 359.7	\$ 356.8
Officer Acquisition	124.5	121.9	129.2
Specialized Skill	1,640.3	1,592.0	1,584.0
Flight	308.1	382.1	314.9
Professional			
Development Education	233.3	207.2	180.3
One-Station Unit			
Training	387.4	420.6	444.9
Medical Training	339.9	334.8	343.2
BOS and Direct			
Training Support	2,400.3	2,180.0	2,107.2
Management			
Headquarters	68.4	63.0	67.7
PCS Cost			
for Training	152.7	192.6	209.1
TDY Cost for Training	578.0	685.7	707.5
Reserve Component			
Pay & Allowances	<u>709.1</u>	<u>714.5</u>	<u>727.9</u>
Total	\$7,294.8	\$7,254.1	\$7,172.7

a/May not add to totals due to rounding.

Funding for individual training is shown each year in Program 8 of the FYDP. Some exceptions should be noted when estimating how much of the budget is dedicated to individual training. An amount of funding related to individual training appears in other programs of the FYDP. In addition a portion of the resources under Program 8 are not directly related to individual training.

The Services sometimes include in their individual training costs certain Program 8 funds which support other training and activities in addition to individual, institutional training. These costs are related to audiovisual support, training developments, base operations, real-property maintenance, and headquarters management type activities.

Under Program 8, the Training and Doctrine Command (TRADOC) funds Army-wide requirements for audiovisual and visually based instructional materials used for training individuals or units of the Army. Training Development activities, under TRADOC, produce resident and non-resident training programs and materials to meet the needs of the Army in the field as well as individual training at the Training Centers and Schools. The management of HQ, TRADOC is funded by Program 8 as is the real-property maintenance (RPMA) and base operations (BASOPS) of all those posts designated as TRADOC installations. Although TRADOC installations may have tenants from other major commands, the RPMA and BASOPS are funded in Program 8. These Program 8 costs (\$977.9 Million) should be excluded to provide a more representative estimate of funding which is specifically dedicated to accomplishing FY 1989 individual training. There are also non-program 8 costs that support individual training which should be added. The Army reported \$6.0 million in this category for FY 1989. Adjusting the Army funding by these two types of costs yields an Army adjusted total of \$6.19 billion.

Table IX-2 shows Navy funding for individual training for FY 1987 through FY 1989.

Table IX-2.--Funding of Individual Training  
for the Navy by Type of Training and Fiscal Year  
(\$ Millions)

	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>
Recruit	\$ 534.0	\$ 500.2	\$ 520.8
Officer Acquisition	186.9	187.3	188.8
Specialized Skill	1,954.4	1,794.9	1,777.9
Flight	787.1	1,125.0	1,150.2
Professional			
Development Education	158.1	170.9	178.9
Medical Training	138.3	157.5	171.7
BOS and Direct			
Training Support	1,024.5	968.2	962.9
Management			
Headquarters	27.8	27.6	27.2
PCS Cost			
for Training	133.2	130.9	127.6
TDY Cost for Training	36.8	31.6	33.5
Reserve Component			
Pay & Allowances	<u>60.7</u>	<u>59.5</u>	<u>71.4</u>
Total	\$5,041.8	\$5,153.6	\$5,210.9

For FY 1989 the Navy reported \$16.2 million in adjustments to the Program 8 costs shown in Table IX-2. This adjustment would result in a total of \$5,194.6 million for the Navy. The large increase in Flight training from FY 87 to FY 88 is due to the substantial increase in Aircraft Procurement for FY 88. The Marine Corps funding for individual training for FY 1987 through FY 1989 is shown in Table IX-3.

Table IX-3.--Funding of Individual Training  
for the Marine Corps by Type of Training and Fiscal Year  
(\$ Millions)

	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>
Recruit	\$ 257.7	\$ 250.5	\$ 236.7
Officer Acquisition	13.9	11.1	13.6
Specialized Skill	475.2	523.4	560.9
Flight	55.6	41.0	43.6
Professional			
Development Education	47.1	49.2	50.7
BOS and Direct			
Training Support	240.3	238.1	249.2
Management			
Headquarters	0.5	0.3	0.3
PCS Cost			
for Training	77.9	79.3	79.0
TDY Cost for Training	1.4	1.2	1.3
Reserve Component			
Pay & Allowances	<u>50.5</u>	<u>44.7</u>	<u>47.7</u>
Total	\$1,220.1	\$1,238.8	\$1,283.0

The Marine Corps reported an adjustment to Program 8 costs of \$14.8 million which results in a total cost of \$1,268.3 million.

The Air Force individual training costs for FY 1987 through FY 1989 are shown in Table IX-4.

TABLE IX-4.--Funding of Individual Training  
for the Air Force by Type of Training and Fiscal Year  
(\$ Millions)

	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>
Recruit	\$ 214.4	\$ 149.2	\$ 185.0
Officer Acquisition	178.7	146.7	165.0
Specialized Skill	886.0	767.2	837.7
Flight	718.5	704.5	746.2
Professional			
Development Education	232.7	228.2	219.8
Medical Training	196.6	185.1	191.0
BOS and Direct			
Training Support	1,043.7	958.4	1,019.8
Management Headquarters	59.9	53.3	55.0
PCS Cost			
for Training	102.6	84.6	96.6
TDY Cost for Training	310.0	316.1	321.7
Reserve Component			
Pay & Allowances	<u>138.4</u>	<u>142.5</u>	<u>142.5</u>
Total	\$4,081.5	\$3,735.8	\$3,980.3

The Air Force reported an adjustment to Program 8 costs of \$235.0 million. This would reduce the total costs for FY 1989 to \$2,745.3 million. Recruit and Specialized Skill categories showed a large decrease in funding from FY 87 to FY 88. The Air Force initially programmed for 60,000 accessions in FY 88 but this figure was revised to 40,000. This resulted in a drop in loads and funding for FY 88.

Table IX-5 shows funding of individual training by Service and type of training for FY 1989.

Table IX-5.--Funding of Individual Training a/  
by Service and Type of Training, FY 1989  
(\$ Millions)

	<u>Army</u>	<u>Navy</u>	<u>USMC</u>	<u>Air Force</u>	<u>DoD</u>
Recruit	\$ 356.8	\$ 520.8	\$ 236.7	\$ 185.0	\$1,299.3
Officer Acquisition	129.2	188.8	13.6	165.0	496.6
Specialized Skill	1,584.0	1,777.9	560.9	837.7	4,760.5
Flight	314.9	1,150.2	43.6	746.2	2,254.9
Professional					
Development Education	180.3	178.9	50.7	219.8	629.7
One-Station Unit Training	444.9	-	-	-	444.9
Medical Training	343.2	171.7	-	191.0	705.9
BOS and Direct					
Training Support	2,107.2	962.9	249.2	1,019.8	4,339.1
Management Headquarters	67.7	27.2	0.3	55.0	150.2
PCS Cost					
for Training	209.1	127.6	79.0	96.6	512.3
TDY Cost for Training	707.5	33.5	1.3	321.7	1,064.0
Reserve Component					
Pay & Allowances	<u>727.9</u>	<u>71.4</u>	<u>47.7</u>	<u>142.5</u>	<u>989.5</u>
Total	\$7,172.7	\$5,210.9	\$1,283.0	\$3,980.3	\$17,647.0

a/ May not add to totals due to rounding.

Student pay and allowance totals for a Service's requested military student training load have been added to pay and allowances for the staff and support manpower for each Service's workload. This can produce significant distortions in the use of these aggregates for assessing training efficiency (e.g., in the Marine Corps, where significant loads are trained by other Services).

Appendix D shows a distribution of funds in the table above by appropriation.

Table IX-5 includes substantial segments of cost which are not normally sensitive to significant shifts (say up to fifteen percent) in training load. These include certain command, base, facility, and equipment costs. These "fixed" costs need to be considered in program and budget adjustments because, within a reasonable range of output, they remain approximately the same and do not vary as the training load varies. They change, instead, with decisions to change the manner of accomplishing training, most often through training investment decisions or base realignments.

There are often substantial year-to-year fluctuations in funding for fixed costs. These costs are termed "fixed", not because they do not change from year to year, but because their changes characteristically are not "variable" with changes in workloads from period to period. Funding of these costs reflects significant increases, however, for years in which there are major procurements of, for example, simulators, aircraft, or construction in support of training.

Thus, the proportion of total funding requested to support training differs significantly among the Services and among categories of training; the proportion in the short run, however, is seldom less than one-third of total cost. This has important implications for the extent of funding adjustments appropriate to changes in the level of activity or size of a training program. Other things equal, if training funds are to be adequate for the needs of a reduced program, they must be reduced by a smaller proportion than the program loads in order to account for fixed costs. By the same token, program increases, within reasonable capacity limits, may not require a proportional increase in total program funding.

Training costs are affected by inflation, both because of price rises for goods and services and because of the pay of the military and civilian personnel involved as students, instructors, and support. Some training program costs are strongly affected, in addition, by energy cost increases, especially in flight training.

## APPENDIX A

### DETERMINING TRAINING REQUIREMENTS

Discussions of the determination of training requirements in this report reflect a generally uniform approach. The following overview of the methodology for assessing and calculating training requirements is provided as a framework for understanding this approach. As noted, details in calculation may differ to some extent among the Services and among the training categories.

#### Requirements

All training is accomplished to satisfy the need for personnel with certain types and levels of skills to man the approved or projected force. The Services, over the years, have developed detailed, systematic methods of determining the manpower needed to man and support the forces. The Defense Manpower Requirements Report discusses this process. From these force requirements for manpower, the need for trained personnel with specific skills can then be derived. For example, a given force structure establishes the number of trained enlisted personnel needed. The number of authorized positions within that force structure for radar technicians establishes the basic requirement for trained personnel with that skill. This process is reiterated on a phased basis for all skills and skill levels for each Service, for both officer and enlisted skills. The total of all personnel in all skills needed to perform all the jobs in the force at a point in time represents the total requirement for trained manpower projected for that date.

#### Inventory Projections

The requirements identified through this process must be measured against the available assets, in terms of trained personnel on hand in each skill and skill level. From this asset base, estimates are made of how many trained personnel will be available at various points of time in the future. These estimates take into account probable rates of change to the current inventory -- through reenlistment, promotion, discharge, death, retirement, or other causes. These estimates are based on the best historical information available, tempered by judgment of how in the future personnel policies, the state of the economy, behavioral patterns, and other factors, many of them difficult to predict, will affect the probabilities that a trained individual will remain in the Service. A comparison of skill requirements and skill inventory projections, over time, establishes the extent of shortage or surplus likely to exist in each skill area by month and year. Adjusting the inventory may entail retraining personnel who are in surplus skills, but to a much greater degree, adjustment is likely to require the training of new accessions at entry level in shortage skill areas. The process places a demand on the

personnel management and training establishments continually to analyze information about attrition as it occurs, by skill and skill level, in order to produce the right number of trained personnel with the proper skills needed to restore and maintain the balance of the skill inventory. The workload thus placed on the training establishment is detailed by graduates needed from courses of various lengths and is measured in terms of average student load, or "training load."

#### Average Training Loads

Resources (manpower, money, and materiel) needed for any particular category of training vary with the number of students undergoing training at any given time. Facilities must be constructed and maintained to accommodate these students in training. The training establishment must maintain a sufficient staff of qualified instructors to conduct instruction for the "load" of students. Students and Trainees, as described in the "Individuals" chapter of the Defense Manpower Requirements Report, must be programmed to account for the fact that these personnel are in formal school training and are not available for duty with operational units. All of these personnel must be paid, housed, and supported. The basis for establishing these resource requirements is the "average training load."

The aggregate training load of courses of instruction within a given training category or sub-category for a given period is computed in accordance with the following formula, except as noted:

$$L = \frac{\sum_{i=1}^n \left( \frac{E_i + G_i}{2} \right) t_i}{y}$$

where L is Average Training Load,

i is a class (1,2,...n) scheduled for a training course within the training category under consideration,

E is number of expected entrants to scheduled class i,

G is number of expected graduates from scheduled class i,

t is the calendar length of the syllabus of class i, and

y is the length of a calendar year expressed in the same units as t (1 year = 12 months = 52 weeks = 365 days).



Fractions of carryover classes conducted during the year are included as though they were separate classes. However, individuals remaining in class at the end of a period are not counted as graduates, nor are individuals already in a class at the beginning of a period counted as entrants except for purposes of computing training loads for these fractions of courses.

The training load for a category or sub-category of training (e.g., Specialized Skill Training or Functional Training within that category) is the sum of the loads computed for all classes of courses within the category or sub-category.

This method of computation implies "straight-line" attrition, under an assumption that net class attrition occurs at a constant rate during a course. In the relatively few cases when attrition patterns experienced characteristically produce a significantly different distribution of attrition, the more appropriate attrition pattern is used in lieu of the term  $\frac{E + G}{2}$ .

Since attrition varies for different training programs and is not always spread uniformly throughout the length of a course of training, determining training loads becomes a complex problem in estimation. This process of estimation involves two related factors.

First, across the spectrum of training programs that are within the scope of this report, attrition varies from nearly zero to as high as 25 to 30 percent. Most officer Professional Development Education programs have practically no attrition. For FY 1989, the Services estimate that about 10 percent of new recruits, on a DoD average basis, will not complete Recruit Training because they will be found, in the course of undergoing training, not to have the mental or physical qualifications, or the motivation, for military life. Attrition rates in Specialized Skill Training vary widely, with the longer and more demanding courses tending to have higher losses. Pilot training is near the top of the scale in attrition; the higher rate of losses is based on lack of aptitude or motivation for flying, accidents, and similar causes which are intensified in this type of training. While historical data provide a basis for projecting attrition rates for all types of training, there is a considerable possibility for error based on variance in such factors as student quality and motivation.

A second necessary step in evaluating the effect of attrition is to estimate the phasing of attrition for each training program. In some courses, attrition tends to be higher in the early stages of a course when the inept and those lacking motivation are discovered. In other courses, the bulk of attrition may occur toward the end of the course. The patterns of losses vary widely among types of training and, to the detriment of precise planning, over time. The complexities of the

attrition variable make it necessary for the Services to use computer simulations in their training load calculations which take into account the rates and time-phasing of attrition.

An additional variation is introduced into the conceptual process of forecasting requirements and planning training loads as described above by the seasonal and cyclical nature of new accessions to the Services. Inputs to many of the more stable training programs -- Professional Development Education, Flight Training, the Service Academies, and the most advanced portions of Specialized Skill Training -- are readily predictable. Inputs to the training programs which are dependent on new accessions, Recruit Training and Initial Skill Training for graduates of Recruit Training, are considerably more volatile. The volume of inputs to these types of training depends on such intangibles as job opportunities in the civilian economy and the decisions of young people to enlist, delay enlisting, or not enlist. Moreover, enlistments are seasonal in nature, following a long-term pattern of "good" and "bad" recruiting months, where phased requirements may move independently of these seasonal patterns. As a result, training loads for the initial active duty training programs are generally based on a compromise involving the timing of predicted enlistments and the capacity of the training base as well as when the new personnel are needed to fill vacancies in the job structure. Most of the courses in these programs are relatively short, and program adjustments can readily be made.

# APPENDIX B

## SELECTED MAJOR COURSES/SKILL AREAS TRAINED IN OTHER SERVICES

<u>Sponsoring Service</u>	<u>Major Interservice Course/ Skill Areas</u>	<u>Other Participating Services</u>
Army	Construction Equipment Operator	Marine Corps Air Force
Army	Airborne	Navy Marine Corps Air Force
Army	Artillery	Marine Corps
Army	Armor	Marine Corps
Army	Explosive Ordnance Disposal	Navy Air Force Marine Corps
Army	Joint Tactical Communications Systems (TRI-TAC)	Navy Air Force Marine Corps
Army	Stinger/Redeye Missile	Navy Air Force Marine Corps
Army	Satellite Communication Fundamentals	Navy Air Force Marine Corps
Army	Tracked Vehicle Repair	Marine Corps Air Force
Army	Correctional Specialist	Navy
Army	Postal Operations	Navy Air Force Marine Corps
Army	Combat Casualty Care	Navy Air Force
Army	Biomedical Equipment Specialist (Basic and Advanced)	Navy Coast Guard
Army	Behavioral Science Specialist	Air Force Marine Corps

<u>Sponsoring Service</u>	<u>Major Interservice Course/ Skill Areas</u>	<u>Other Participating Services</u>
Army	Medical Laboratory Specialist (Basic)	Navy Coast Guard
Army	Psychiatric Specialist	Navy
Army	Veterinary Specialist (Basic)	Air Force Marine Corps
Army	Laser Microwave Hazards	Navy Air Force
Army	Tropical Medicine	Navy Air Force
Army	Allergy/Clinical Immunology Specialist	Air Force
Army	Respiratory Specialist	Navy
Army	Occupational Therapy Specialist	Air Force
Army	Advanced Digital Theory	Navy
Navy	Aviation Maintenance	Marine Corps
Navy	Flight Training	Marine Corps Coast Guard
Navy	Cryptologic Courses	Army Marine Corps Air Force
Navy	Diving	Army Marine Corps Air Force Coast Guard
Navy	Musician	Army Marine Corps
Navy	Explosive Ordnance Disposal	Army Marine Corps Air Force
Navy	Cryptographic Maintenance	Marine Corps Air Force Coast Guard
Navy	Teletype Maintenance	Marine Corps

<u>Sponsoring Service</u>	<u>Major Interservice Course/ Skill Areas</u>	<u>Other Participating Services</u>
Navy	Joint and Combined Planning and Operations	Army Marine Corps Air Force Coast Guard
Navy	Military Justice	Marine Corps Coast Guard
Navy	Shipboard Firefighting	Marine Corps Coast Guard
Navy	Corrosion Control	Coast Guard
Navy	Damage Control	Coast Guard
Navy	Supply Support	Marine Corps
Navy	Underwater Construction	Army
Navy	SERE, Code of Conduct	Marine Corps
Marine Corps	Computer Systems, Programming (IBM 360)	Army Air Force Navy
Air Force	Navigator Training	Navy Marine Corps
Air Force	Tempest (Cryptologic Courses)	Army Navy Marine Corps
Air Force	Cryptologic Equipment Maintenance	Army Navy Marine Corps
Air Force	Precision Measurement Training	Army Marine Corps
Air Force	Aircraft Pneudraulic Repair	Army
Air Force	Weather Training	Army Navy Marine Corps
Air Force	Military Dog Handler	Army Navy Marine Corps

<u>Sponsoring Service</u>	<u>Major Interservice Course Skill Areas</u>	<u>Other Participating Services</u>
Air Force	Law Enforcement	Navy Marine Corps
Air Force	Fire Control Specialist	Army Marine Corps
Air Force	Nondestruct Inspection	Army Navy Marine Corps
Air Force	Defense Sensor Interpretation and Application Training	Army Navy Marine Corps
Air Force	Air Intelligence Training	Army Navy Marine Corps
Air Force	Lineman Training	Army Marine Corps
Air Force	Professional Comptroller	Army Navy Marine Corps
Air Force	Radio Communications Analysis	Army Navy Marine Corps
Air Force	Voice Processing	Army Navy Marine Corps
Air Force	Cryptoanalysis	Army Marine Corps
Air Force	Imagery Production	Marine Corps

## APPENDIX C

### INDIVIDUAL TRAINING FACILITIES AT MAJOR LOCATIONS BY TRAINING CATEGORY, FY 1989

#### A. Recruit Training

<u>Facility Location</u>	<u>Student Workload</u>	<u>Training Staff E/S a/ Military</u>	<u>Civilian</u>
<u>Army</u>			
Fort Dix, NJ	4,453	1,028	15
Fort Jackson, SC	6,615	1,298	34
Fort Knox, KY	2,376 b/	499	37
Fort Leonard Wood, MO	3,902	748	29
Fort McClellan, AL	1,480	291	8
Fort Sill, OK	1,557	368	--
Fort Polk, LA	1,307	249	28
<u>Navy</u>			
Great Lakes, IL	6,072	602	8
Orlando, FL	4,998	526	--
San Diego, CA	4,543	478	14
<u>Marine Corps</u>			
Parris Island, SC	3,362	1,362	6
San Diego, CA	3,424	1,053	3
<u>Air Force</u>			
Lackland Air Force Base, TX	7,832	662	18

a/ Reflects manpower end-strength (E/S) to include instructors, school/  
training center staffs, student supervisors. Excludes training  
support, Management Headquarters, and Base Operating Support.

b/ Includes ROTC Basic camp workload.

B. Officer Acquisition Training

<u>Facility Location</u>	<u>Student Workload</u>	<u>Training Staff E/S a/</u>	
		<u>Military</u>	<u>Civilian</u>
<u>Army</u>			
Fort Benning, GA	221	70	9
Fort Monmouth, NJ	233	48	22
West Point, NY	4,784	721	22
<u>Navy</u>			
Annapolis, MD	4,302	259	340
Newport, RI	486	116	17
Pensacola, FL b/	338	--	--
San Diego, CA	380	15	2
<u>Marine Corps</u>			
Quantico, VA	484	245	3
<u>Air Force</u>			
Colorado Springs, CO	4,447	1,075	695
Lackland Air Force Base, TX	465	100	17

a/ Reflects manpower end-strength (E/S) to include instructors, school/training center staffs, student supervisors. Excludes training support, Management Headquarters and Base Operating Support.

b/ Manpower not separately identified by training category in manpower documents.



C. Specialized Skill Training

<u>Facility Location</u>	<u>Student Workload</u>	<u>Training Staff E/S a/</u> <u>Military</u>	<u>Civilian</u>
<u>Army</u>			
Aberdeen Proving Ground, MD	3,629	927	200
Charlottesville, VA	160	30	--
Fort Belvoir, VA	1,541	294	48
Fort Benning, GA	3,672	1,164	89
Fort B. Harrison, IN	3,809	609	124
Fort Bliss, TX	1,995	854	165
Fort Bragg, NC	1,799	609	121
Fort Devens, MA	1,705	1,016	176
Fort Dix, NJ	2,605	456	5
Fort Eustis, VA	2,881	1,008	248
Fort Gordon, GA	7,706	1,852	627
Fort Huachuca, AZ	1,560	542	119
Fort Jackson, SC	3,758	761	66
Fort Knox, KY	2,252	1,655	207
Fort Lee, VA	4,873	870	93
Fort L. Wood, MO	2,586	1,017	165
Fort McClellan, AL	2,541	761	121
Fort Rucker, AL	1,476	261	88
Fort Sam Houston, TX	5,761	728	39
Fort Leavenworth, KA	809	152	11
Fort Sill, OK	3,497	1,023	265
Fort Monmouth, NY	193	152	41
Monterey, CA	3,679	152	868
Redstone Arsenal, AL	1,524	761	289
Rock Island, IL	207	--	65
Savanna Army Depot, IL	316	--	50
Texarkana, TX	306	--	37
Little Creek, VA	29	152 b/	15
Lackland AFB, TX	--	30 b/	--
Brooke Army Medical Center	61	41	--
USAMEOS, Aurora,	338	29	27
Other Medical Centers/Hosp.	496	155	--
Academy of Health Sciences	5,196	828	46

a/ Reflects manpower end-strength (E/S) to include instructors, school/training center staffs, student supervisors. Excludes training support, Management Headquarters and Base Operating Support.

b/ Instructors assigned to training facilities of another Service.

C. Specialized Skill Training (continued)

<u>Facility Location</u>	<u>Student Workload</u>	<u>Training Staff E/S a/</u>	
		<u>Military</u>	<u>Civilian</u>
<u>Navy</u>			
Athens, GA	363	62	12
Bangor, WA	517	480	21
Bethesda, MD (Medical)	201	37	--
Charleston, SC	777	535	8
Dam Neck, VA	2,283	1,419	36
Great Lakes, IL	9,746	1,619	80
Great Lakes IL (Medical)	843	122	--
Groton, CT	2,071	965	7
Groton, CT (Medical)	32	17	--
Gulfport, MS	517	149	11
Idaho Falls, ID	724	510	--
Indian Head, MD	313	99	6
Jacksonville, FL	290	233	--
Lakehurst, NJ	570	185	28
Little Creek, VA	676	150	9
Mayport, FL	261	113	2
Memphis, TN	7,779	1,005	77
Meridian, MS	985	148	10
Newport, RI	951	411	11
Norfolk, VA	1,923	1,233	24
Oakland, CA	54	10	8
Orlando, FL	5,184	827	13
Panama City, FL	261	198	6
Pearl Harbor, HI	311	254	8
Pensacola, FL	2,071	801	31
Pensacola, FL (Medical)	84	9	--
Philadelphia, PA	414	59	3
Port Hueneme, CA	676	161	11
Portsmouth, VA (Medical)	218	42	--
San Diego, CA	8,765	3,318	149
San Diego, CA (Medical)	673	133	--
San Francisco, CA	621	170	--
Schenectady, NY	1,033	770	--
Vallejo, CA	1,294	537	12
Windsor, CT	261	194	--
Whidbey Island, WA	209	130	2

a/ Reflects manpower end-strength (E/S) to include instructors, school/training center staffs, student supervisors. Excludes training support, Management Headquarters and Base Operating Support.

C. Specialized Skill Training (continued)

<u>Facility Location</u>	<u>Student Workload</u>	<u>Training Staff E/S a/</u>	
		<u>Military</u>	<u>Civilian</u>
<u>Marine Corps</u>			
Albany, GA	21	30	1
Camp Lejeune, NC	2,787	1,165	62
Camp Pendleton, CA	1,208	678	6
Parris Island, SC	75	11	--
Quantico, VA	1,001	996	29
San Diego, CA	257	50	--
Twentynine Palms, CA	1,230	640	112
<u>Air Force b/</u>			
Chanute Air Force Base, IL	4,811	356	226
Fairchild Air Force Base, WA	280	--	--
Goodfellow Air Force Base, TX	1,821	239	75
Homestead Air Force Base, FL	65	--	--
Keesler Air Force Base, MS	5,317	488	320
Lackland Air Force Base, TX	2,097	255	97
Lowry Air Force Base, CO	5,035	559	223
Peterson Air Force Base, CO	210	12	--
Sheppard Air Force Base, TX	4,470	483	327

a/ Reflects manpower and strength (E/S) to include instructors, school/training center staffs, student supervisors. Excludes training support, Management Headquarters and Base Operating Support.

b/ Includes Active AF, Civilian, ARF & Others; does not include field or contract training.

D. Flight Training

<u>Facility Location</u>	<u>Workload</u>	<u>Training Staff E/S a/</u>	
		<u>Military</u>	<u>Civilian</u>
<u>Army</u>			
Fort Rucker, AL	1,920	1,375	482
<u>Navy</u>			
Chase Field, TX	206	173	38
Corpus Christi, TX	379	207	6
Kingsville, TX	206	174	32
Meridian, MS	176	148	28
Pensacola, FL	807	751	70
Whiting Field, FL	1,027	531	16
<u>Air Force</u>			
Columbus Air Force Base, MS	344	303	19
Lackland Air Force Base, TX	78	11	45
Laughlin Air Force Base, TX	382	308	19
Mather Air Force Base, CA	1,077	325	22
Randolph Air Force Base, TX	131	167	12
Reese Air Force Base, TX	336	298	19
Sheppard Air Force Base, TX	347	174	--
Vance Air Force Base, OK	359	301	19
Williams Air Force Base, AZ	414	315	19

a/ Reflects manpower end-strength (E/S) to include instructors, school/training center staffs, student supervisors. Excludes training support, Management Headquarters and Base Operating Support.

E. Professional Development Education

<u>Facility Location</u>	<u>Workload</u>	<u>Training Staff E/S a/</u>	
		<u>Military</u>	<u>Civilian</u>
<u>Army</u>			
Carlisle Barracks, PA	286	31	35
Fort Belvoir, VA	305	81 <u>b/</u>	174
Fort Bliss, TX	405	121	27
Fort Leavenworth, KA	858	168	135
Fort McNair, DC	339	48 <u>c/</u>	22
DoDCI, Navy Yard, DC	403	20 <u>d/</u>	17
<u>Navy</u>			
Monterey, CA	1,999	38	239
Newport, RI	845	67	36
Norfolk, VA	304	24	51
<u>Marine Corps</u>			
Quantico, VA	327	187	61
Camp Lejeune, NC	33	11	--
<u>Air Force</u>			
Gunter Air Force Station, AL	201	55	8
Maxwell Air Force Base, AL	1,624	533	148
Wright-Patterson Air Force Base, OH	1,121	310	275

a/ Reflects manpower end-strength (E/S) to include instructors, school/training center staffs, student supervisors. Excludes training support, Management Headquarters and Base Operating Support.

b/ 30 Army, 45 Other Services

c/ 19 Army, 29 Other Services

d/ 6 Army, 14 Other Services

F. One-Station Unit Training (OSUT)

<u>Facility Location</u>	<u>Student Workload</u>	<u>Training Staff E/S a/</u>	
		<u>Military</u>	<u>Civilian</u>
<u>Army</u>			
Fort Benning, GA	6,307	2,738	174
Fort L. Wood, MO	2,012	740	42
Fort Sill, OK	2,417	1,406	55
Fort McClellan, AL	2,320	666	42
Fort Knox, KY	2,260	1,628	221

a/ Reflects manpower end-strength (E/S) to include instructors, school/training center staffs, and student supervisors. Excludes training support, management headquarters, and base operating support.

# APPENDIX D

## SUMMARY OF TOTAL FUNDING FOR INDIVIDUAL TRAINING AND EDUCATION, BY SERVICE AND APPROPRIATION, FY 1987-90 (\$ millions)

<u>Appropriation</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Army</u>				
Operations and Maintenance	\$2,329.8	\$2,146.6	\$2,181.8	\$2,388.3
Military Personnel	3,938.9	4,096.6	4,076.2	4,239.1
Reserve Personnel	337.4	346.3	325.9	326.6
National Guard Personnel	384.7	381.5	415.6	415.6
Aircraft Procurement	18.7	72.3	11.5	7.3
Missile Procurement	.8	.8	2.1	2.0
Procurement Weapons and Tracked Combat Vehicles	28.6	26.3	23.6	18.5
Other Procurement	56.8	69.6	58.2	38.7
Military Construction	<u>199.2</u>	<u>113.8</u>	<u>77.9</u>	<u>89.6</u>
Total Army	\$7,294.8	\$7,254.1	\$7,172.7	\$7,525.7
<u>Navy</u>				
Operations and Maintenance	\$1,319.2	\$1,311.6	\$1,299.3	\$1,461.5
Military Personnel	3,208.2	3,086.4	3,037.1	3,174.5
Reserve Personnel	132.4	102.4	118.6	123.2
Aircraft Procurement	123.7	459.3	508.5	586.4
Other Procurement	162.8	97.3	111.3	113.3
Military Construction	<u>95.7</u>	<u>96.6</u>	<u>136.0</u>	<u>109.6</u>
Total Navy	\$5,041.8	\$5,153.6	\$5,210.9	\$5,568.6
<u>Marine Corps</u>				
Operations and Maintenance	\$177.5	\$ 179.3	\$ 177.9	\$ 175.8
Military Personnel	982.9	1,009.5	1,043.3	1,087.9
Reserve Personnel	50.5	44.7	47.7	47.7
Procurement	<u>9.2</u>	<u>5.4</u>	<u>14.2</u>	<u>13.5</u>
Total Marine Corps	\$1,220.1	\$1,238.8	\$1,283.0	\$1,324.9

<u>Appropriation</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>FY 90</u>
<u>Air Force</u>				
Operations and Maintenance	\$1,152.9	\$1,004.7	\$1,129.8	\$1,171.2
Military Personnel	2,591.1	2,341.4	2,458.6	2,520.9
Reserve Personnel	62.9	64.5	64.6	66.2
National Guard Personnel	90.5	93.2	93.2	93.2
Ammunitions Procurement	0.1	0.0	0.0	0.0
Aircraft Procurement	78.4	84.4	99.0	242.9
Other Procurement	36.4	31.9	30.3	31.5
RDT&E	4.4	0.0	0.0	0.0
Military Construction	<u>64.7</u>	<u>115.5</u>	<u>104.7</u>	<u>121.0</u>
Total Air Force	\$4,061.5	\$3,735.6	\$3,980.3	\$4,246.9
Total Department of Defense	\$17,638.4	\$17,382.0	\$17,647.0	\$18,666.1

Note: Totals may not add due to rounding. These totals exclude funding for individual education and training programs for which loads are not requested and for which funds were not shown in the funding tables in Chapter IX (e.g., ROTC).